

Law Enforcement News

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Alternative-fuel cars: they're a gas

Natural gas helps cut costs with no loss of efficiency

Police vehicles powered by compressed natural gas are expected to be the wave of the future, as local governments switch to cheaper alternative fuels to cut costs and improve air quality without sacrificing vehicle efficiency and reliability.

Currently, less than a half dozen police departments nationwide have purchased vehicles by compressed natural gas (CNG), but a spokeswoman for the Ford Motor Company said the number of agencies that opt to use the vehicles will gradually rise as initial apprehension about switching to CNG eases over time.

"There is a mindset people need to get over about natural gas because it's an unfamiliar technology," said Ford spokeswoman Karen Holtschneider. "People are used to heating up their coffee with it, but they're not used to running their vehicles on it." She added that the few CNG-powered police cars currently in use are "reflective of how many alternative fuel vehicles are on the road in general."

Ford recently delivered three Crown Victoria police cruisers powered by

CNG to the Wixom, Mich., Police Department, which is the first in the state to use the fuel in its patrol vehicles. The 17-officer agency purchased three CNG-powered vehicles at a cost of approximately \$24,000 each, the last of which was delivered July 1.

Chief Lawrence Holland said that despite minor problems with the cars, he is satisfied so far with their performance. The vehicles' top speed is about 105-110 m.p.h., compared to gas-fueled vehicles, which generally have a top speed of 135 m.p.h. But that doesn't concern Holland, who said that since the department doesn't patrol freeways, the top speed of the CNG-powered vehicles is "quite acceptable to me."

"I don't want my officers doing 107 m.p.h., and I certainly don't want them to do 135. That's just unnecessary," he told Law Enforcement News.

The pickup speed of the vehicles is about three seconds slower than gasoline-run vehicles, the Chief noted. "But that has not been a major concern, although officers have noticed it and commented on it." Holland said Ford is working on adapting the rear-end of the



Scarcely different — in looks — from the average police cruiser, this Wixom P.D. car makes its rounds powered by compressed natural gas.

vehicle in an effort to increase the pickup speed.

Probably the biggest concern, Holland said, is the vehicle's range — the amount of time that elapses before refueling is needed. "A police agency's cars are running 24 hours a day, and the range has been less than what we thought, which means that the car must be filled up every shift. In the old days, you might be able to go two shifts be-

fore having to fill it up. Now it must be filled up every shift."

The Wixom department began trying out the alternative-fuel cars last year when it received a test vehicle from Ford. Its first CNG-powered patrol car was put to work in January.

"As far as operation, they seem to work fine," Holland said. "They are clean, they're efficient and we now do

Continued on Page 14

As crime rates continue to dip, police credit community efforts — & their own

By Jacob R. Clark

Preliminary FBI figures released earlier this year show that overall crime dropped by 2 percent in 1995, fueled by decreases in violent and property crime of 4 percent and 1 percent, respectively — declines that are expected to hold when the bureau releases its final 1995 figures this fall, marking the fourth consecutive year of a downward trend in crime.

That's no surprise to some police officials contacted by Law Enforcement News, who say savvy anti-crime programs, closer relationships with their communities through community policing programs and the addition of new officers — many of whom have been hired through Federal grants — are aiding them in the battle against crime.

For the fourth year in a row, Fort Worth recorded a 7-percent decrease in crime in 1995, including a 50-percent drop in homicides, said police spokesman Lieut. Mark Krey, who attributes

the drop to a close relationship between the department and city residents.

"There's an unimpeded line of communication between the Police Department and the citizens," Krey said of the relationship the agency has forged with its constituents, whom he said are treated by police as equal players in the fight against crime. Key to the city's success so far, he said, is the Citizens on Patrol program, an auxiliary police initiative now in its fifth year.

Citizens on Patrol participants, who

are issued police radios and patrol neighborhoods in specially designated vehicles, have had a major impact on property crimes such as larceny and burglary, Krey said. Regular meetings between police and residents "make them even more aware about crime prevention efforts — what they can do to harden targets, get involved and keep an eye out for their neighbors," he added.

Fort Worth voters also approved a special sales tax that will provide the

Police Department budget with an additional \$25 million a year, which is earmarked for equipment and personnel, Krey told LEN. The extra funds have allowed the agency to embark on some innovative crime-fighting tactics, including zero-tolerance teams of officers who concentrate on a particular crime problem when an upsurge in activity is noted by police analysts. "That's decreased a lot of crimes of opportunity and has tremendously im-

Continued on Page 14

For now, no names mentioned in dispute over police-abuse files

Officials in Providence, R.I., are breathing a sigh of relief — if only temporarily — after the Rhode Island Supreme Court on July 10 stayed a lower court's order that the city publicly disclose all records pertaining to police brutality and misconduct, including the names of accused officers, even if the complaints were determined to be unfounded.

The stay, which will remain in effect until the state's highest court gives the city's appeal a full hearing, expected later this year, effectively blocks the efforts of a Providence civil-rights group that has fought for the release of the documents for the past three years.

The state Supreme Court action came just a month after Providence County Superior Court Judge Stephen Fortunato ruled in favor of a lawsuit filed by the state affiliate of the American Civil Liberties Union on behalf of

the Providence-based community organization Direct Action for Rights and Equality. Fortunato determined that the complaint files, including the names of the officers who are the subjects of complaints, are public records as long as they are not part of pending or ongoing investigations.

The city asked for a stay of the ruling, which Fortunato denied, then asked the Supreme Court to intervene, said Catherine Graziano, the assistant city solicitor who argued the case on behalf of the city.

"We do not consider them public records," Graziano told Law Enforcement News shortly after the stay was granted. "In fact, there is some case law in this state — one directly on point — that said the only portion of the records that may be considered public or disclosable to the public are the final hearing officers' reports, with the de-

cision of the chief noted thereon, and only if every name contained is redacted or whited out."

DARE has been seeking the records to bolster its claims that officers accused by citizens of brutality or other misconduct are shielded by the department from punishment and wealthier areas of the city get better police protection and response than lower-income areas.

"If there is a neighborhood with constant complaints about an officer who works that area, don't you think it's in the best interest of the public to know who this person is and the level and type of complaints that are being filed — particularly if complaints are still being filed and he's still hanging around doing the same thing?" said Hassan Davis, a research coordinator for DARE.

Davis accused the city of using tax-
Continued on Page 14

What They Are Saying:

"We ain't seen nothin' yet. If we don't get a grip on this generation, there's going to be the devil to pay. They have no conscience, no morals, and they're living for today. They're hardened criminals by age 16 or 17."

— Police Chief Robert Olson of Minneapolis, who says his department is bracing for the prospect of continued violence by juveniles in the years ahead. (14:3)

Around the Nation

Northeast



said he believed Bradley should be fired. The five-day suspension was the maximum Police Chief Paula Meara could order on her own authority.

The state's highest court ruled July 23 that an anonymous tip about a gun in a glove compartment is not enough for police to search a car. The ruling overturned the gun possession conviction of Alex Alvarado Jr.

DISTRICT OF COLUMBIA — The names, addresses, and photographs of 21 men accused of soliciting prostitutes will be made public under emergency legislation. The men were arrested along with 96 suspected prostitutes in a weekend sweep in July.

Prosecutors in Prince George's County, Md., have decided not to press charges against the parents of a 3-year-old girl who accidentally shot herself with her father's service pistol. Both of Courtney Rusnak's parents are District police officers. State's Attorney Jack B. Johnson said that while he believed that the facts of the case supported charging Officer George Rusnak with violating Maryland's Access to Firearms by Minors Law and with reckless endangerment, no public service would be fulfilled by filing charges.

MARYLAND — State Police Major Edward E. Dennis has been found guilty of sexual harassment charges by a disciplinary panel. Dennis is the highest-ranking officer ever to be brought up on such charges. He was accused of making unwanted advances to six female troopers and one agency secretary while serving as supervisor of the agency's drug enforcement bureau. An unidentified source told The Baltimore Sun that Dennis will be transferred, demoted and ordered to undergo re-training.

A stretch of Interstate 95 through Baltimore is being monitored by ACLU volunteers to check that State Police are not making arrests based on race. The ACLU said that 75 percent of drivers stopped between January 1995 and March 1996 were black.

MASSACHUSETTS — Under legislation signed July 22 by Gov. William Weld, the perpetrators of hate crimes against those with disabilities or based on sexual orientation will face enhanced penalties, including five years in prison and a \$10,000 fine — the same punishment as for hate crimes based on race, color, religion or nationality.

Legislation that would allow Boston, Springfield, and Pittsfield to begin a two-month experiment using cameras to catch motorists who run red lights cleared the state Joint Committee on Public Safety in July. The legislation would allow the cities to mount cameras at any intersection deemed among the 1,000 most dangerous by the Massachusetts Highway Department.

A white Springfield police officer was suspended for five days in July for making a crank call to a black minister that made fun of the church burnings in the South in a fake black dialect. Joseph Bradley, a 10-year veteran, was previously involved in a racist incident when he delivered a ham to another white police officer who accidentally shot and killed a black motorist. The minister, Rev. Talbot W. Swan 2nd,

U.S. Representative Charles Scherer (D-Brooklyn) announced July 16 that a \$39-million Federal grant has been allocated to help fund New York City Police Department civilian

employees. Earlier in July, half of new police hires who had been targeted for elimination due to budget crunches were able to be rehired due to a \$60-million crime bill grant.

PENNSYLVANIA — Philadelphia mob boss John Stanfa will spend the rest of his life in "The Alcatraz of the Rockies," the Federal super-maximum security prison in Florence, Colo., after he was sentenced in July for last November's conviction on charges that included murder, attempted murder, kidnapping, illegal numbers and obstruction of justice.

Three Darby Borough police officers have been sued for \$200,000 by a SEPTA trolley driver who said the officers dragged her from her trolley and yelled racial epithets at her because she blew the trolley's horn at them. Renique Irvin, 28, said she did not intentionally blow the horn, but when the officers pulled in front of the trolley, she was forced to make an emergency stop and the horn automatically sounded. Irvin said she refused to open the trolley's doors or windows until a supervisor arrived. She was arrested for disorderly conduct. The officers claim that Irvin sounded an airhorn at them and yelled "What the f— are you doing?"

By a 7-to-2 vote on July 1, the U.S. Supreme Court ruled that police do not generally need search warrants before searching cars if they reasonably believe they are carrying illegal drugs. The ruling overturned a decision by the Pennsylvania Supreme Court that said warrants are required for such searches unless police can prove some emergency exists.

After an investigation that spanned 24 years and two states, the Philadelphia District Attorney was asked in July to approve arrest warrants charging five men with the brutal murder of Dolores DellaPenna, 17, a Catholic high school graduate who was found dismembered in 1972. Her head was never found. New life was breathed into the investigation after an inmate told a prison guard that he had seen DellaPenna the night of her murder, bound to an old car seat, with tears and blood staining her face. According to new witnesses, DellaPenna was blamed by drug dealers for the theft of some drugs from a Jersey Shore house she had lived in over the summer. Her horrific murder was their revenge. District Attorney Lynne Abraham told the victim's parents that more work is needed before warrants can be issued. One problem, she said, is relying on the testimony of inmates, whose credibility with juries is low.

VERMONT — Workers at the Orange County Court House in Chelsea are calling for tighter security, citing the three handguns, 895 knives, 137 chemical sprays, and 123 rounds of ammunition that were taken last year from visitors to the building.

Southeast

An illustration of a police officer in uniform, carrying a briefcase, walking towards the right.

ALABAMA — A computer analysis of state records by The Birmingham News in June found that dry counties had drunken-driving arrests about 11

percent higher than wet counties, and conviction rates about three percent lower. The figures, said the newspaper, suggest a link between fatality rates and a county's position on alcohol sales. Those rates, however, are influenced by such factors as road conditions and population density. Prosecutors and law enforcement officers note that those who go out to drink in wet counties have to drive back through dry counties.

FLORIDA — After a 10-year lull, Orlando police say heroin is back in the area, and they blame the drug for the deaths of five teen-agers since last fall.

A Fort Myers patrolman is in trouble a second time for allegedly sexually assaulting a 19-year-old who made an emergency 911 call to report drug activity. The patrolman, James Hartsfield, was arrested June 20 and charged with sexual battery. According to police records, Hartsfield had been the target of allegations that he had fondled a woman while searching her for drugs behind a gas station. Though turned over to the state attorney, prosecutors decided not to charge Hartsfield in the case. In the most recent incident, however, the woman charged that Hartsfield told her she could be a suspect and thus had to be searched. The woman's lawyers said he then forced her to perform oral sex on him.

Clearwater detectives recently posed as dog groomers to collect hair samples from a pug belonging to the girlfriend of the suspected murderer of four prostitutes. The suspect, an ex-convict named James Randall, is already in custody for violating his Massachusetts parole. In addition to obtaining the dog's hairs, which are said to match those found on the body of Cynthia Tate Pugh, who was killed July 30, 1994, investigators were also able to match a tire print from Randall's truck. Randall, who once told a psychiatrist that choking sexually aroused him, was convicted in 1986 for kidnapping and raping his wife in Gardner, Mass.

Miami police are concerned that thousands of dollars in items stolen from a police supply store could wind up being used by criminals to impersonate officers, especially in such crimes as home invasions and traffic robberies. The door of the Southern Police Supply Store was found pulled open by a hook and chain, and an estimated \$10,000 worth of guns, badges and police lights were taken.

A 9-year-old Orange County boy was jailed July 17 on charges of aggravated battery and domestic assault, after holding a pocketknife to his mother's throat and threatening to kill her and three children if she didn't drive back to get him the toy he wanted at Burger King.

Law enforcement officials in Florida and four other Gulf Coast states — Alabama, Louisiana, Mississippi and Texas — plan to share information on scam artists who prey on victims of natural disasters. People lost thousands of dollars to contractors who took cash but didn't fix homes and to suppliers who gouged victims on the prices of generators and other emergency goods.

GEORGIA — If the culprit who scattered inch-long roofing nails on the median turnarounds along a 10-mile

stretch of Interstate 75 is found, he will face criminal damage to government property and may be charged with life endangerment, Lowndes County Sheriff Ashley Paulk has vowed. Five cars had 18 flats crossing the median, said Paulk. While none of the deputies were injured and none of the cars suffered serious damage, getting a flat at 100-miles-per-hour while responding to an emergency is no fun, Paulk said.

More than 900 pounds of cocaine hidden in a container that was supposed to be carrying women's lingerie was confiscated in Atlanta in July by U.S. Customs agents. The cocaine was discovered by workers at The Lovable Co. in Buford. A similar delivery was made in May to the Buford company. Some 113 pounds of cocaine were seized in that shipment. Investigators believe the cocaine shipment originated in Panama. An internal conspiracy within the company is suspected, they said.

MISSISSIPPI — Lee County Sheriff Harold Presley wants a farm established at the county's new prison. Inmates, he said, could grow their own food.

SOUTH CAROLINA — The state's high death rate of motorcycle riders — which, at 14.3 deaths per 10,000 registered motorcycles, is nearly twice the national average — is due to speed, alcohol and failure to wear a helmet, according to the U.S. Transportation Department.

VIRGINIA — A Spotsylvania County Sheriff's deputy who was fired last year for leaving a man in a holding cell over the long Labor Day weekend with no food, toilet paper, or a way to call for help, has been rehired by new Sheriff Ron Knight. Knight contends that the deputy, Steve Coleman, who was a trainee at the time of the incident, was unfairly scapegoated by his superiors. Knight also believes the firing could have been racially motivated; Coleman is black and his supervisor white. The inmate, 25-year-old Allen Wilhelm, is suing Coleman and the county. He was serving a two-day sentence for driving with a suspended license.

Midwest

An illustration of a police officer in uniform, carrying a briefcase, walking towards the right.

ILLINOIS — After four hours of deliberation on July 5, a Joliet jury sentenced twice-convicted child killer Timothy Buss to death for the murder of a 10-year-old boy last summer. The boy, Christopher Meyer of Walla Walla, Wash., had been spending the summer with his mother in Aroma Park when he disappeared. Buss, 29, was convicted June 26 of first-degree murder, aggravated kidnapping and unlawful restraint in the boy's death.

INDIANA — Herbert Baumeister, an Indianapolis businessman who lived on a posh, 18-acre estate, turned up a suicide in July, after police tried to question him about some men he was seen with who have since disappeared. Since Baumeister's death, the remains of at least five people have turned up on his estate, known as Fox Hollow Farm, according to Hamilton County Sheriff Joe Cook. The chain of events began last fall when Baumeister's 15-year-old son found a human skull in a wooded

Watchdog for LAPD

Raymond C. Fisher, a founding member of the Los Angeles office of the law firm of Heller Ehrman White & McAuliffe, has been elected to a one-year term as president of the five-member Los Angeles Police Commission, the civilian entity that oversees the Police Department.

Fisher, who has been a commission member since his appointment by Mayor Richard Riordan last August, was elected to the head the body July 30. He succeeds Dierdre Hill, who resigned in June to work on behalf of Democratic candidates in this year's elections.

"During the next year, I look forward to continuing our efforts to improve public confidence in the LAPD by working closely with the Department and the diverse Los Angeles community it serves," Fisher said in a statement. He added that the commission's work will continue to emphasize the ongoing implementation of community policing in the department as well as fully implementing the remaining reforms ordered by the Christopher Commission in the wake of the 1992 race riot that devastated the city.

Fisher, who will continue his litigation practice, is a fellow of the American College of Trial Lawyers. He is a recipient of the Bill of Rights Award, the highest honor given by the Constitutional Rights Foundation.

Final chapter

William J. Caunitz, 63, a retired New York City police detective who parlayed his experiences into the best-selling novel "One Police Plaza" and other police thrillers, died July 20 in Sarasota, Fla., of complications from pulmonary fibrosis.

Born in Brooklyn, N.Y., Caunitz, whose law enforcement career spanned nearly three decades, joined the New York Police Department in 1955. He was promoted to detective sergeant in 1967, lieutenant in 1971 and detective squad commander in 1974.

Caunitz's career as a novelist began in 1974, when he met Tony Godwin, editor-in-chief of Harcourt Brace, who urged the detective to put his colorful stories about police life down on paper. For the next 10 years, Caunitz wrote and rewrote the novel that became "One Police Plaza," as he worked nights on a prostitution detail.

"One Police Plaza," which centered on a middle-aged New York City police officer who investigates a murder and uncovers an international conspiracy involving Israeli security agents, Muslim extremists and high-ranking members of the Police Department, became a best seller in 1985. In 1986, the book was made into a CBS

television movie starring Robert Conrad, and also was the basis for a film sequel, "The Red Spider," which aired in 1988.

Caunitz retired from the Police Department in 1984 and took up writing full time. Subsequent novels included "Suspects" (1986), "Black Sand" (1989), "Exceptional Clearance" (1991), "Cleopatra Gold" (1993) and "Pigtown" (1995).

Caunitz earned a bachelor's degree from City College after taking courses on and off for 19 years. He received a master's degree in history from Hofstra University in 1972.

Catalyst to history

Carl M. Shoffler, 51, one of the Washington, D.C., police officers whose arrest of five burglars in 1972 set off the Watergate scandal that eventually toppled the Presidency of Richard M. Nixon, died of pancreatitis July 13 in Baltimore.

Shoffler was one of three officers who responded to a report that a door was found open at the Democratic National Committee's offices at the Watergate complex on June 17, 1972. Upon arriving at the scene, the officers discovered five men trying to burglarize and wiretap the office. The burglars—Bernard L. Barker, Virgilio R. Gonzalez, Eugenio R. Martinez, James W. McCord Jr. and Frank A. Sturgis—later either pleaded guilty or were convicted at trial in connection with the break-in. Two others who were not arrested at the scene, E. Howard Hunt Jr. and G. Gordon Liddy, also were convicted of charges stemming from the burglary.

As the scandal unraveled over the next 26 months, it was discovered that all of the men had been working either directly or indirectly for Nixon's re-election campaign committee. Nixon, who won the 1972 election in a landslide over Democratic nominee George McGovern, initially denied any involvement in or knowledge of the burglary. But amid mounting evidence that high-level officials had tacitly approved if not planned the burglary, Nixon resigned from office on August 9, 1974, the first U.S. President ever to do so.

In 1976, Samuel Dash, who had been chief counsel for the Senate Watergate investigating committee, described Shoffler as one of "the foundation-laying witnesses" at the committee hearings, which uncovered a wide pattern of wrongdoing by Nixon Administration officials.

While Shoffler's Watergate arrest earned him a spot in the history books, "he never bragged about it," said Det. Ronald Robertson, chairman of the Washington police officers' and sergeants' union. "He just did his job and went quietly on his way. I don't think it changed his life one bit."

Born in Ashland, Pa., Shoffler attended American University in Washington, and also spent four years in the Army, including a tour in Vietnam. He joined the Metropolitan Police Department in 1969, working his way up to the rank of detective. He served 16 years in the intelligence unit before retiring in 1989. At the time of his death, Shoffler was chief intelligence investigator for the Prince George's County, Md., Fire Department.

Badly burned

Even serendipity has its dark side.

In 1978, Brockton, Mass. police officer Walter McGuiness pulled 18-month-old Wilfredo Rivera out of a burning apartment in the midst of a blizzard. In July, Rivera, now 19, was sentenced to 1½ years in prison on a warrant issued by his one-time savior.

"I did what I had to do in 1978, and I did what I had to do today," said McGuiness. Rivera was convicted of mugging an elderly woman.

Rivera and his brother were badly burned in the 1978 fire that swept through their public housing apartment. "It's something you don't forget," said McGuiness. "I never saw skin fall off anybody before."

Over the years, the Riveras' father would bring the boys to the police station to show how the skin grafts were healing. The boys were always friendly. Then, as years passed, they seemed to disappear, said McGuiness.

Now 61, McGuiness plans to retire next year. The case touched him, he said, in a way most don't. "I cared about Wilfredo," he said. "I still do."

Chief of chiefs

Buffalo, N.Y., Police Commissioner Gil Kerlikowske, who was recently elected president of the Police Executive Research Forum, says he will strive to keep the organization at the forefront of community policing research but added he would like to see PERF develop strategies to defuse racial tensions in police agencies.

Kerlikowske, who has served in his present post since 1994, said affirmative action programs have had the undesirable effect of fomenting racial animosities in some police departments, and that's an issue he believes warrants



Chief Gil Kerlikowske
Aiming for the cutting edge

PERF's attention. "We have to make sure that we're giving managers ways to address the conflicts and concerns within a department. We're supposed to provide public safety services in a professional way to the public, and we're supposed to be understanding and sensitive to the diverse communities that we police. But we can't do that unless we first make sure we're doing those things on the inside within our own organization."

Kerlikowske, who previously served as PERF's secretary for three years, said the organization will remain on the cutting edge of research under his leadership. "I want us to stay particularly strong in community and problem-oriented policing. We've achieved a lot of success as an organization in fostering those philosophies, providing the publications, research and support that are necessary. Chiefs all over the country are using PERF materials to implement community policing," he noted.

The 25-year law enforcement veteran was elected by the PERF membership—about 800 police executives from medium- and large-sized U.S. and Canadian cities—to head the group's board of directors as president in June. He'll serve out the year remaining in the term of William Bratton, who

stepped down when he resigned as New York City police commissioner in April. Bratton had been PERF's president since 1993.

Kerlikowske, who has led police departments in the Florida cities of Port St. Lucie and Fort Pierce, said Bratton personally asked him to run for the office. Bratton, he added, will be a tough act to follow. "Falling in behind Commissioner Bratton will present its own hard work," Kerlikowske told Law Enforcement News last month. "He changed a lot of people's perceptions about crime-fighting during his time in New York. But I'm very pleased to have been chosen to succeed him. It's always nice when your peers and colleagues give you that recognition."

Bratton, in turn, had kind words for his successor, saying he has "always had the highest regard for his professionalism, intelligence and commitment to the ideals of PERF."

PERF's executive director, Chuck Wexler, observed that Kerlikowske is "well known by progressive police leaders as an innovative, skilled and effective manager."

A past recipient of PERF's Gary P. Hayes Award for innovation in policing, Kerlikowske earned bachelor's and master's degrees from the University of South Florida. He is a graduate of the FBI National Executive Institute, the executive session on policing at Harvard University's John F. Kennedy School of Government, and PERF's Senior Management Institute for Police.

It's a People Business:
And that's why LEN's "People & Places" page focuses on the human dimension of law enforcement. Send news and feature items to the editor.

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Blood, sweat & gears

Ex-Oakland cop & son complete coast-to-coast "awareness" ride

A former Oakland, Calif., police officer who lay near death after being struck by a hit-and-run driver on a Bay Area freeway 14 years ago recently completed a bicycle trek across the United States to raise awareness of the need for blood donors, whom he credits with saving his life.

Larry Frederick, 46, and his 13-year-old son, Aaron, made a triumphant arrival in Washington, D.C., on July 30, ending a two-month, 4,266-mile journey that began in San Francisco on June 1 and took them through 17 states. The Fredericks, who received an escort to Capitol Hill by scores of Washington-area cops on bicycles, motorbikes and patrol cars, were to meet President Clinton on Aug. 3.

The trek, dubbed "Life Across America," is Frederick's campaign to promote blood donations, and more importantly, he says, to "give something back" to those whose donated blood saved his life.

"My mission now is to give more than I receive, to remind others to give to those less fortunate than themselves, and to always deliver a message of hope — that there really is a God that blesses each of us with abilities," said Frederick, who served 13 years with the Oakland Police Department prior to his retirement.

"One of the neatest abilities we Americans have is the ability to give to one another, and one of the most perfect examples of that is giving a pint of blood. Your one pint of blood can literally save three or four people's lives," he told Law Enforcement News.

Without "the gift of life," Frederick says, he surely would not have survived the ordeal that began on Aug. 21, 1982, when he was struck by a car traveling 65 mph as he conducted a traffic stop. "The impact of that car put me up over the car I was standing next to, head first into the back window of my police car and then 40 feet down the freeway. Simultaneously, I had suffered head injuries, had both shoulders dislocated, my back was broken in three spots, three ribs were broken, my pelvis was shattered, both knees were completely bent and twisted out of shape, my right femur was crushed and the upper femoral artery had been severed."

An emergency services unit got the gravely wounded officer to a trauma center within six minutes, but doctors there initially gave him little chance for survival. "I'd already bled out and I'd already stopped breathing," he recalled. "They started working on me and they put 54 pints of blood into me that first night — one pint every 10 minutes. After nine major surgeries and 110 pints of blood, I'm alive to talk about it, and I couldn't have done that without 110 donors giving one pint of blood each."

Frederick spent three months "flat on my back" in traction,



Larry Frederick

A two-month odyssey that started 14 years ago.

followed by almost 18 months spent getting around in a wheelchair and then crutches, "then another 18 months trying to get my head screwed back on," he said. "About 3½ years later, I was able to get on a stationary bike and once I started pedaling I've never stopped."

Frederick, who now runs a marketing firm in addition to his work for blood donor-related charities, noted that only 5 percent of Americans regularly give blood, but 70 percent of Americans will need donated blood at some point during their lifetimes. Red Cross officials told Frederick its blood centers are losing donors at a rate of 3 percent a year. "We're trying to tell everybody that

there's a constant need now."

To that end, many of the communities along the Fredericks' route organized blood drives. By the time they reached Washington, 187 blood drives had been conducted, with nearly 75,000 units collected. True to his cause, one of the first things Frederick did upon arriving in the District was to head to a Red Cross blood center to make a donation.

The father of six children, Frederick said he made the journey with Aaron, who was born nine months after his accident, because of the special bond that developed between them as he recovered from his horrific injuries. "He and I learned to walk, talk, crawl, cry, laugh and ride bikes together, so he's been my riding buddy ever since. During rehab, one of my dreams was to ride across America with my son and watch him shake hands with the President and it looks like it's going to happen."

The Fredericks would begin pedaling around 6 A.M., covering about 80 miles a day. They practiced for the arduous journey with a 1,000-mile ride across California to support a blood drive last year. "That gave us preparation for what to expect," he said.

The most difficult part of the journey occurred when they encountered strong wind gusts on the Kansas plains. "But we never gave up. I never gave up on my dream, and I never let anyone steal that dream from me. That's my advice to your readers."

Frederick's injuries also took a toll, he said. "I can ride really well, but my legs and back are really screwed up. It's just like in the hospital, I did it one day at a time," he said.

Overall, the experience was resoundingly positive, said Frederick. "Pedaling across America at 15 miles an hour allows your eyes to open to a whole different type of America. You get a perception at how big and beautiful it is, the resolve of the American people and what really makes America great. It's not an education that my son would ever get out of a history book or in a classroom."

Frederick said he was most touched by the support he's received from police officers nationwide. "It made me proud to be a part of law enforcement," he said.

Frederick has become a hero to the organizations that coordinate blood-collection efforts. Eric R. Slayton, a spokesman for the American Association of Blood Banks, which represents 2,400 institutions that collect nearly all of the blood donated in the United States, said the Fredericks' journey has "brought an awareness and put a face on what it means to be a receiver of units of blood. He's survived his ordeals to make a trek across the country to promote the need for blood donors and people can relate to that."

Phoenix puts use-of-force study to the test

A Federally funded study of the use of force by Phoenix police officers has found several consistent predictors that can influence the range of force used by police during arrests or other contacts with suspects.

The single best predictor of police use of force is the use of force by suspects, the National Institute of Justice-funded study found, although researchers cautioned that such predictability does not apply in all cases. Among other consistent predictors of force were: gang involvement by suspect; suspect's alcohol impairment; suspect known to be resistive, assaultive or to carry weapons; both suspect and police officer are male; the type of offense, especially violent offenses; presence of bystanders; police use of contact-and-cover tactics, and increased numbers of police present at the scene of contact.

Researchers from Arizona State University and Rutgers University in New Brunswick, N.J., examined 1,585 adult custody cases involving Phoenix police during a two-week period in June 1994, and developed three measures of force — physical force, continuum of force and maximum force — to which the predictors were applied. They found that when force was applied either by police or by suspects, it was "typically at the low end of the force severity on

each measure of force."

Joel Garner, a Rutgers researcher who was the study's principal investigator, told Law Enforcement News that the study differed from other research into use of force in its focus on behaviors that might determine whether and to what extent force is used.

"What we tried to do was look at a systematic sample of police behavior, and then look at what is it that predicts when force is used and when it isn't or, more technically, when more force is used as opposed to less force," he said. "Our goal was not to explain rare events, but to explain average behavior." The study also found that Phoenix police used force in about one of every five arrests, while suspects used some physical force in about one of every six arrests. Among other findings:

■ Phoenix police used their discretion to handcuff suspects in 20 percent of the adult arrests studied.

■ Police used weapons in 2 percent of all arrests studied, with the flashlight being used the most frequently — 12 times in 1,585 arrests.

■ Measures of force obtained by interviewing suspects were at levels similar to measures obtained from surveys with police.

Phoenix police Comdr. John Buchanan, who heads the agency's

Planning and Research Division and served as the agency's project director for the study, said that the findings "confirmed a lot of intuitive feelings that most police officers have about what actually goes on in the streets."

He said there were some surprising findings in the study. "Whether the suspect is known to have a criminal record did not have an impact," Buchanan noted. "We thought that might have something to do with it. The suspect and arresting officer's height and weight were shown not to have any predictive ability regarding use of force either by the suspect or by the officer. Whether the location was known for criminal

activity was a non-predictor — and that surprised me a little bit."

Buchanan said the department has already used the information from the study to its benefit, primarily to "enhance" training in the use of the flashlight. In addition, he said, the agency plans to reevaluate the categories in its force continuum, which currently consist of no force, police presence, verbal commands, control and restraint, chemical agents, tactics and weapons and firearms/deadly force. "We are hoping, based on this research project, to reevaluate that continuum and to come up with a better, more easily understood method of instruction and explanation

of action and reaction on the part of police officers."

The commander also gave the department high marks for volunteering to be assessed in an often controversial area. "There's a perception that law enforcement is such a closed fraternity that it's very resistant to input or evaluation from the outside.... One of the reasons this is a good piece of work and something that the department is proud of is that no one held a gun to our head and said, 'You're use-of-force policies are out of whack, you've got to make a bunch of changes.' We went out on our own and undertook a rather complex project."

CALEA's roll call: 410 & counting

Fifteen agencies were accredited and 15 others were reaccredited at the meeting of the Commission on Accreditation for Law Enforcement Agencies held in Des Moines, Iowa, last month.

The accreditations bring to 410 the number of law enforcement agencies that have received credentials from CALEA since the effort began in 1984.

The newly accredited agencies include police departments in Enfield, Conn.; Miramar, Fla.; Alpharetta, Ga.; Maui County, Hawaii; Hinsdale, Ill.; Lansing, Ill.; Brownsburg, Ind.; Carmel

Metro, Ind.; West Des Moines, Iowa; Lindsborg, Kan.; Baton Rouge, La.; University City, Mo., and Bristol, Tenn.; and sheriffs' departments in Alameda County, Calif., and Clay County, Fla.

The reaccreditation roster includes four agencies that were certified for the third time — the Lakewood, Colo., Police Department; the Hillsborough County, Fla., Sheriff's Department; the Illinois State Police, and the Alexandria, Va., Police Department.

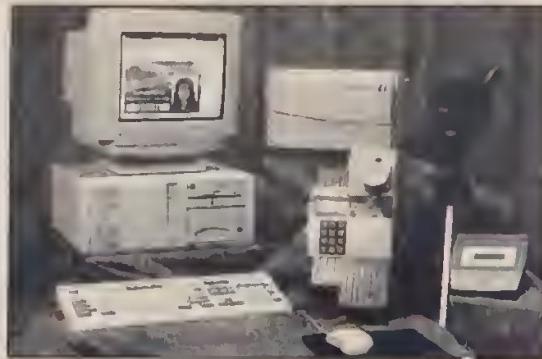
Also reaccredited were police de-

partments in Colorado . Colo.; Alsip, Ill.; Carbondale, Ill.; Wheeling, Ill.; Willowbrook, Ill.; Burnsville, Minn.; Durham, N.C.; Morris Township, N.J.; Charleston, S.C.; as well as the University of Arizona Police Department in Tucson and the Monroe Township, N.J., Sheriff's Department.

Florida leads the nation in the number of accredited agencies with 71, followed by Ohio (59); Illinois (53); Georgia (32); North Carolina (29); Virginia (26); Tennessee (26); Maryland (21); South Carolina (21); and Indiana (22).



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TWA crash hits close to home in law enforcement circles

The 230 victims of the still-unexplained explosion and crash of TWA Flight 800 off the southern coast of Long Island, N.Y., on July 17 came from many walks of life, and the law enforcement community was not spared. Among the dead were a trailblazing female police detective from Portland, Ore., and a well-known victim-rights advocate whose Texas-based group recently launched chapters in several U.S. cities.

An accomplished world traveler, 45-year-old Det. Susan Hill was heading to Paris to begin a five-week European vacation when the plane exploded, said her former partner, Det. Dave Schlegel, a 15-year veteran of the Portland Police Bureau.

Hill, who was among the first group of female officers hired by the Portland Police Bureau in the early 1970s, was nearing 22 years with the Police Bureau. She was the first woman to join the bureau's Hostage Negotiation Team, where she had been assigned for over 13 years and where she served as a leader of one of the unit's three five-member teams, Schlegel said.

Since her promotion to detective in 1982, Hill was the lead investigator in more than 70 homicides, and had become the agency's in-house expert on aggravated assault cases involving suspects accused of intentionally infecting others with HIV, the virus that causes AIDS. "Anytime a case like that came up, she asked to be assigned to it," Schlegel told LEN last month.

Hill, who was recently divorced, had a wide range of off-duty interests, said Schlegel, which she pursued with the same gusto she brought to her criminal investigations. "She liked to sew, and she made her own clothes and made clothes for people in the department. She loved to cook, she loved music and the theater. She was a great athlete and had competed in national racquetball tournaments," he said.

The Portland native is survived by her mother and her brother, David Houck, a 23-year veteran of the Police Bureau. At press time, her body was among those of 31 victims that still had not been recovered. A memorial service with a police honor guard to commemorate Hill was held on July 26, and was attended by more than 1,500 people, including Police Chief Charles Moose.

Citing lack of authority, FBI halts fingerprint checks on Va. gun permits

Virginia police and prosecutors are reacting warily to a decision by the FBI to stop checking fingerprints on concealed-weapons permits, a decision that bureau officials said had to be made since no state law was passed authorizing such checks.

While local and state police can continue to check applicants' names against a national data base of crime records, police say FBI fingerprint checks are more effective because they can turn up crimes committed by someone using a different name.

"With the FBI dropping out, it's just not as accurate a system," said Fairfax County Commonwealth's Attorney Robert F. Horan Jr. "Depending on what jurisdiction someone committed a crime in, we may or may not pick it up."

The state law concerning concealed-weapons permits was changed in 1995

The Portland Police Association has set up a scholarship fund in memory of Hill. The association, which contributed \$10,000 in seed money, hopes to give \$1,000 scholarships each year to female high school seniors with interests in athletics and law enforcement. (Readers wishing to contribute to the fund may make checks payable to "The Detective Sue Hill Scholarship Fund" and mail them to the Portland Police Association, 1313 N.W. 19th Ave., Portland, Ore., 97209.)

Pam Lychner, 37, was a crime victim who was frustrated over the leniency granted to criminals by the justice system. A successful real estate agent, Pamela and her husband, Joseph, were waiting to show a home to potential buyer when she was assaulted by William David Kelly in 1990. Her husband intervened, holding the suspect until police arrived.

Kelly was convicted in the attack and sentenced to 20 years in prison. The Lychners were outraged when they were named as defendants in a lawsuit claiming he had suffered "mental anguish" as a result of his encounter with the couple. But the breaking point came when then-Gov. Ann Richards granted convicted death-row inmate Gary Graham yet another stay of execution.

Lychner, Dianne Clements and Sterlene Donahue organized a series of rallies to protest the stay and focus on the plight of crime victims. Those rallies led to the formation of Justice For All, a nonprofit, volunteer organization that advocates victims' rights. Lychner served as its first president before stepping down earlier this year to spend more time with her family.

Justice For All, incorporated in 1993, has since grown to include chapters in Dallas, Philadelphia and Reno, Nev. A statement issued by the group called Lychner its "driving force."

"She lobbied tirelessly for change in the judicial system, sat with victims during trials, spoke fluently and frequently to promote victims rights and to make others aware of the plight of victims," the statement said. "Pam is going to be greatly missed by many whose lives she affected directly and by those that she affected indirectly. . . . Society has suffered a great loss."

Lychner was taking her daughters Shannon, 10, and Katie, 8, for a Paris

vacation when all three perished in the crash of the 747 jumbo jet.

Joseph Lychner, who was to join his family in Paris a few days later, became the unofficial spokesman for the scores of victims' families who came to New York City to await word of their loved ones' fates and claim their bodies. Funerals for the Lychners were held in Chicago on Aug. 3; a public memorial was held in Houston Aug. 10.

Lychner has vowed to carry on his wife's work. Even while awaiting the worst news anyone could receive, he reportedly was on the phone lobbying support for a bill in the U.S. Senate that would require convicted sex offenders to register with the FBI. "My wife did a lot of good for a lot of people," he told The New York Daily News. "I don't want that to die with her."

Even career-toughened criminal investigators were touched by the crash. James Kallstrom, the assistant director of the FBI who heads the bureau's New York office, has become a familiar face in daily news briefings on the status of the investigation of the disaster, which has not been officially blamed on terrorism or sabotage.

But Kallstrom, who has vowed to launch an unrelenting pursuit of possible suspects in the crash if a criminal case is opened, has a personal tie to the tragedy. Janet Christopher, the wife of Kallstrom's friend and fellow agent in the New York office, Charlie Christopher, was on the doomed plane. Janet, 47, a crew member on the plane who had flown for TWA for 25 years, left behind her husband and a 12-year-old son, Charlie.

Kallstrom left behind his tough-guy demeanor when he arrived in Gilbert, Penn., for Christopher's funeral on July 27. Fighting back tears, Kallstrom eulogized his friend, asking, "How do you explain what happened here? What did Janet or Charlie or Charles do to these people? . . . How do we explain the rationale of some madman, or a coward, or a lunatic, to do such a thing?"

Kallstrom then gave Charlie an American flag that had been recovered by divers salvaging the sea for pieces of the wrecked plane. "It's dirty. It has the sand and the sea on it. But I think it's something you'll always cherish."

Kallstrom returned to the crash site that night.

Commenting on the commission recently empaneled by Denver city officials to study the way police-involved shootings are investigated, Denver Police Chief David Michaud says he's "comfortable" with the procedure that's been in place for 13 years, but adds that he is "open to suggestions to make it better."

Denver County District Attorney Bill Ritter Jr. announced the formation of the commission June 25, more than three months after the fatal shooting of Jeff Truax, 25, of Denver, and the wounding of his friend John Ferguson, 22, by two off-duty police officers moonlighting as nightclub security guards.

As it has for over a decade in such cases, the Police Department investigated the incident in which Officers Andy Clarry and Kenneth Chavez reportedly fired 25 rounds into the back and side of Truax's ear behind the nightclub. The department then turned its findings over to the District Attorney. Ritter's conclusion — that Chavez and Clarry could have proven to a jury that they were acting in self-defense — outraged some Denver residents and sparked increased media scrutiny of the Police Department.

Truax was killed after he backed into the officers while trying to leave the nightclub parking lot, allegedly after an altercation that left another man bloody and unconscious on the ground. One officer was thrown onto the trunk of Truax's car as he backed up, breaking the rear window. The officers began to fire after Truax ignored repeated orders to stop, Ritter told Law Enforcement News.

The two officers were not charged in connection with the shooting, prompting Scott Robinson, an attorney representing Ferguson and the Truax family, to call for a special prosecutor from outside Denver to look into the case. He said police should not be investigating themselves and that Ritter, who is up for re-election this fall, should not be making decisions on the fates of officers whose testimony he relies on daily.

The newly formed panel, however, will not reopen the Truax case or any other past incidents, said Ritter, who has never filed criminal charges against a police officer or sent a police-involved shooting case to the grand jury. "They have a defense that others claim could not be overcome in a jury trial," Ritter said of the officers.

Ritter said it would be months before the commission, whose members have been ordered not to speak to the press about their work, reports to him with any recommendations.

Many municipalities send police shooting cases to a grand jury or have them investigated by outside agencies to avoid the appearance of a conflict of interest. Ritter said that in addition to taking a close look at Denver's policies, the commission will carefully examine procedures for investigating police-involved shootings in other cities. "They will make an analysis of what's good in those jurisdictions, what the problems are, and do what they can to devise a system that addresses con-

If the shoot fits. . .

New panel to look at how Denver probes police shootings

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cerns and still maintains the integrity of the investigation."

But both Ritter and Chief Michaud defended the protocols now in place. "The only problem with grand juries in Colorado is that they cannot issue a report if they find no criminal wrongdoing. Everything that happens is shrouded in secrecy," said Ritter, adding that his office is free to make files open to the public regardless of whether charges result from the investigation. "We always felt pretty good about our process because of that."

Michaud told LEN that procedures for officer-involved shootings are similar to those in place in many

Police Chief says existing system has served well.

police departments nationwide. Videotaped interviews with all witnesses, including the officer who fired his weapons, are conducted quickly — at the scene, if possible. The tapes are reviewed by the District Attorney's office, which "makes a ruling as to whether or not the shooting is justified or whether the officer acted appropriately," the Chief said.

"That's the way we've done it a long time. It has served us well, but there has been some concern about [the Truax shooting]," Michaud said.

Michaud discounted criticisms that police "don't have the ability to investigate ourselves" — a charge that he's heard "since I've been a working officer."

"I don't concur because such criticism goes right to your integrity," the Chief said. "If you are a department that has integrity, you're going to investigate yourself and you won't tolerate inappropriate behavior."

"I was in homicide for six years as a supervisor," Michaud continued. "As a commander, I'm very familiar with the process we use and I'm comfortable with it. I have seen where we make a great deal of effort to assure ourselves that officers don't get together and 'concoct' stories. I think we ask the hard questions — all of the hard questions — and we don't leave anything untumed. I believe it's a system that is based on integrity — our integrity — and I believe it's a good system. But I am open to suggestions to make it better."

Former Colorado Supreme Court Justice William Erickson heads the commission, whose members include: Chuck Lepley, a former long-time Denver prosecutor who developed the current investigative protocol for police shootings; Sam Williams, a former state representative; City Councilwoman Debbie Ortega; Regis Groff, a retired state senator who is director of the Colorado Youth Offender System; James Mejia, executive director of the city's Human Rights and Community Relations; Deputy Police Chief Timothy Leary; Daniel Hoffman, a prominent Denver attorney who is former dean of the University of Denver Law School.

Law Enforcement News interview
by Marie Simonetti Rosen

After 10 years in office, one might think the job of police chief would become somewhat routine, as a kind of "been there, done that" attitude creeps in. Not so for Chief Robert E. Ford of the Port Orange, Fla., Police Department, who is clearly not the type to be satisfied with force of habit. He is a driven executive who is constantly "paying attention to details," a critical component of his overall philosophy and management style. He wants to know how best to provide "service, service, service" to his community and, as important, he wants his officers to do the best job possible with the least amount of stress — even though he would be the first to admit that reconciling the two can sometimes be stressful in itself.

Ford initiated his version of community policing about three years ago, first training the officers and then launching the new approach department-wide. As others have found, the process wasn't easy. The "hardest stage," he says, was monitoring and follow-up. "It took about three years of constant mumbling and grumbling... I'm sure [the officers] would call it supervisory harassment." However one describes it, patrol officers in Port Orange now have the responsibility to investigate nearly all crime on their beats, with only a few cases being turned over to detectives.

Officers in Port Orange, which lies adjacent to Daytona Beach, may complain about the "Chinese water torture" of being "talked to death" about strategies, but Ford is not without his own frustrations. He is frustrated by recruits who lack good writing skills, by a Federal immigration agency that is so shorthanded it can't respond to his community's needs, by criminologists who give the field of policing little in the way of relevant, useful research, by a "distant" relationship with prosecutors. A strong believer in problem-oriented approaches throughout the department, he appears to deal with on-the-job frustrations by incorporating his own problem-solving methods.

Take, for example, officer morale. It's no secret that low morale is often taken for granted as part of the job. But Ford's interest in improving morale led him to conduct his own investigation by way of management-labor "encounter" groups. What he found was that much of the stress his officers were experiencing was caused by report writing — a skill that many police officials find lacking these days. After isolating the problem, Ford came up with a solution that included development of computer software that provides model reports officers can "click into" on their laptops."

Ford is one of a handful of police administrators with a doctoral degree — in his case, in criminology, from the University of Illinois — and the Chief, who never minces words, is especially critical of his chosen field of study. There's a sense among criminologists that "enforcement is wrong," a kind of necessary evil, he opines. "I read all those books, I did all that research and every day I make decisions that the data will not give me any answers on," says Ford, who wants the fields of criminology and criminal justice to pay more attention to the practitioner.

A former Commissioner of Central Police for Erie County, N.Y., Ford may be "flying by the seat of my pants," as he puts it, but it's clear that the Port Orange Police Department is doing something — a lot of things — right. The police have managed to dramatically reduce crime and calls for service, as well as forging new, productive relations with residents. After 10 years as chief, the professional challenges are still there, but so is the excitement and the satisfaction.



A LEN interview with

Police Chief Robert E. Ford of Port Orange, Fla.

"I don't believe we've even begun to scratch the surface in most departments. Right now a lot of community policing around the country is lip service, and a lot of it is small specialized units."

LAW ENFORCEMENT NEWS: Port Orange, like many communities around the country, has experienced a reduction in crime in the past few years. Could you describe the nature and scope of the decrease, and what you think is responsible for it?

FORD: For a 10-year period we've had a very significant drop in crime, along with a continued drop in crime calls, so that our rates are now one-third of other communities right in our own area. We attribute that to a series of strategies, some of which could be labeled community policing. We do a different type of community policing than some jurisdictions because, I guess community policing today is whatever you want to call it. Basically what we've done is give a great deal of attention to detail and a great deal of attention to follow-up, and we have a program that's really been successful where the patrol officer is given responsibility for his beat and needs to investigate all crimes on his beat. He does a full investigation; they're not turned over to detectives. Some are, but only a few. They're responsible for follow-ups, for contacting the victim and the offender, and for dealing with outcome. This has had a dramatic impact in that we are solving crimes we never solved before on minor offenses, and like the old saying, a stitch in time saves nine. What we're finding is very much like what they found on the New York subway system. If you pay attention to the graffiti, if you pay attention to the minor offenses, the panhandling and all that, the big ones never come. Now the officers did not like it at first. But once they got into actually taking responsibility, they began to have some dramatic impact. We also make wide use of crime analysis, constantly looking at patterns, and we do a lot of directed actions. We use a series of different strategies, and plainclothes details if necessary. We really pay attention to identifying problem areas and then addressing them in a variety of ways. That has been quite successful in reducing crime.

LEN: It sounds as if you're describing a kind of focus on quality of life. Do you think that's contributing to the decrease as well?

FORD: Let me give you an example. If we can catch juveniles doing car breaks, we're finding that they don't graduate to burglaries. If we can catch people earlier, like catch a burglar after his first five burglaries, as opposed to waiting and finally catching him after his 55th burglary, we have avoided having 40 burglaries that we would have had if we hadn't paid attention earlier. So a couple of things are happening. One, we're cutting the sense of offenders that they can get away with it, so a group of them are simply abandoning their criminal careers. For those who are more career-minded criminals, we're catching them earlier in the process, thus avoiding a whole series of crimes. Our strategies have been very successful for us. There is, however, some evidence that we have driven offenders out of our community into neighboring communities. So while we have seen almost a 50-percent reduction of crime within our community, we've seen some rise around us.

LEN: What does this do to your relationship with your neighboring police chiefs?

FORD: They haven't figured it out yet — although one or two have already made comments about how I'm sending them my best miscreants [laughs].

LEN: You noted a moment ago that community policing looks different in every department. Could you describe the process that Port Orange went through in implementing community policing?

FORD: What we did was a very different process from most agencies, in that I decided very early on that we weren't going to do specialized squads. We were either going to make the whole department a community police department, or none of it. We weren't going to make little units that we'd call community policing. As I travel around the country, I see terrible feuds going on between community police units and, say, patrol — just constant tensions. So we decided not to do that. We first sat down as a staff and planned what is community policing for us, identified little

"We had periods of very negative morale, and I'm telling anyone that's getting into major changes like this to expect three or four years of a great deal of dynamic tension within the department. Then it eases out. We're now getting relatively mellow about it."

increments of it, trained the officers in those increments, issued orders as to what they needed to be doing, gave them the training they needed to do it. Then, basically, we continued to monitor and follow up. That was the hardest stage. It took us literally about three years of constant mumbling and grumbling, I guess — I'm sure they'd call it supervisory harassment — to gradually move their thinking in the direction of community policing. For example: they don't go back to the same call, the same house, day after day; they need to develop strategies. So we had to monitor that they were, in fact, doing what they were supposed to be doing. Whenever there were disputes between neighbors, instead of just writing it up, they needed to take action to either resolve the dispute or to get them into arbitration. We make heavy use of alternative strategies other than arrest for a lot of the public disturbance or public order problems. So they had to get involved in that, and what it means was that our crime analysis spend an awful lot of time just monitoring different reports, and bringing constant sustained pressure to bear on them to move in a new direction. It's sort of like everything in learning theory; it takes a long time to break old habits. And it's just pressure.

Beyond lip service

LEN: Do you believe community policing has been fully institutionalized now?

FORD: I don't believe we've even begun to scratch the surface in most departments. Right now a lot of community policing around the country is lip service, and a lot of it is small specialized units. I think its full impact will not be felt until you see them actually making it a true department-wide activity.

LEN: You mentioned alternative strategies, such as the use of arbitrators. Are there other examples of this? What kinds of connections or links have you made with other agencies to help you with alternatives?

FORD: This has probably been the most difficult part of our strategy at this point, linkages. Because if you think police can be resistant to change, you should meet public works. To make for options, we've been trying to make linkages with the garbage department, code enforcement, all sorts of other people and groups. We've been fairly successful with a few, like arbitration. They've been very helpful. We have a county arbitration unit here that is delighted to work with us. We've been empowered in the State of Florida to issue juvenile civic citations — boy, I feel like I'm back in Chicago. The police officer in Florida, can, if the officer so chooses, can set the penalty, can be the judge and jury. The parents of the child have to agree so it never goes to court. It's all handled internal to the Police Department. Every Saturday we have community service, where all the youth get together with young officers that I assign, and they do projects around the community. This is called Payback. So when they get caught in a minor offense like shoplifting, possession of minor amounts of marijuana, alcohol, vandalism, et cetera, et cetera, now we do not send them into the system, for the new offenders at least. We treat them through this civil process. Interestingly, with the graffiti people, what we've found is that if you make youth clean graffiti, they'll never do it again.

LEN: But that's a major responsibility you've given to your officers. The wrong kind of intervention, or an officer who perhaps doesn't interact well with, say, the juvenile's parents or guardians, might lead to a worse situation being created for the Department. . . .

FORD: Well, this is something you have to monitor. Yes, this has not been done without tremendous problems and energy. We think it's worth it. It has turned out to be very popular in the community, but it has had its cost internally to the Department. A lot of the officers did not like it, and have responded somewhat negatively, and it just has been constant feedback. We do quite a bit of training here, talk them to death about the strategies. They call it Chinese water torture, a little dripping on their heads. But it does have an effect. Now the officers, interestingly, have reached stage two, where they all admit the programs work. They say they're very effective.

LEN: That must give them some satisfaction.

FORD: Yes, but you haven't heard Part B of that. We did this analysis, sitting down with the officers and trying in a more psychological type of interview to find out why they don't like this. The answers that came back were quite surprising. One, I feel responsible. I can't go home and just kick off my shoes and never think about it again; it comes back to haunt me, and I have

to worry about what I'm going to do tomorrow. Two, I can't come to work and just get into the patrol car and just ride around and wait for calls. I have to make my day. I have to plan my day. I have a certain number of things I have to accomplish each day, and this is very frustrating and very threatening. So we're talking about a whole different way of looking at work. They have to plan, they have to think, they have to time-manage. It's a very different way of looking at the world.

Not like the movies

LEN: What is the average age of your officers?

FORD: Our officers are very young. We're in an expanding, growing area of Florida, and the average age for the whole Department is probably under 30. In a way, they feel betrayed because this isn't what they saw on television and the movies; this is not what policing is supposed to be about. The older officers' problem was that they didn't like the proactive side of it, because we're saying that for every negative action in the community, you must take an action to address that. And this isn't soft artsy-craftsy stuff. So the older officers are more active in avoiding work; the younger ones are more frustrated with. . . .

LEN: The social-work side of the job?

FORD: Yes, and pre-planning and time management. I wouldn't say they're angry about it; they're frustrated.

LEN: Do you think that frustration will ebb in time?

unless I could see what the option was. There are block grants that have been very favorable, there are block grants that have not. For a lot of communities it would help if they could have some sustained, long-term funding, because you have to pick the officers up in three or four years. So some of the communities that most need the officers won't make the commitment..

LEN: We often ask police officials what you might call the "blank-check" question. That is, if you were given a blank check, and you could fill out the amount to do anything you wanted in your department, how would you spend the money?

FORD: I would like to hire some additional trained professionals in a couple of areas. For example, I'd like to have a full-time attorney for the Department. I'd like to have a couple of psychologists/police officers that I could send out. One-third of what we deal with is really mental-health problems, and I've given up on expecting the mental-health system to do anything. I think there's a lot of intervention we could do on the street that would be very helpful if we had people who were trained. A lot of these people could be training the actual guys who are going to do it; they could be serving as trainers. So I would like to see some funds set aside for us to hire quality professionals with special skills to assist us in making our decisions more sophisticated and more on target for what we're trying to accomplish.

I before E. . .

LEN: An analysis that you did found that one of the biggest morale problems had to do with report-writing skills . . .

"We do quite a bit of training here, talk them to death about strategies. They call it Chinese water torture, a little dripping on their heads. But it does have an effect."

FORD: We are seeing, by the month, a decline in the anger about it as they get used to it. It's very much like changing report forms. They have a nervous breakdown; they hate the new report, and then five years later when you're changing that report, they love that report and they hate the new one. So as they get used to it, we're seeing them get much more relaxed. We had periods of very negative morale, and I'm telling anyone that's getting into major changes like this to expect three or four years of a great deal of dynamic tension within the department. Then it eases out. We're now getting relatively mellow about it; we're getting used to it.

LEN: Have you taken advantage of the Clinton Administration's COPS program?

FORD: We have, in two ways. We're getting some technology — laptop computers — and we've gotten some additional personnel.

LEN: How do you plan to employ the personnel?

FORD: We're putting them right out in the field as zone officers. We justify that because the type of community policing we're doing demands more time of the individual officers, so to free up more time for some of the problem-solving they're doing, some of the addressing of community concerns and the like, we're adding some additional officers to free up the whole patrol division.

LEN: How many officers are you getting?

FORD: We didn't get many; we got four.

Fear of commitment

LEN: Was your community happy with the commitment that you had to make to keep them?

FORD: No. One of the big problems with COPS is that the community has to make a commitment to keep them for the long run, and I live in a very conservative community that doesn't like to make commitments. We could have gotten far more, but they were not going to make the financial commitment.

LEN: Some politicians want to change the COPS program into block grants to the states. How do you feel about that?

FORD: I don't have any strong feeling either way. You'd have to tell me how the block grants were to be administered and what for and the like. Normally, I'd say it's better the way it is right now

FORD: We were undergoing a lot of changes, and it was very frustrating for the officers. We started looking at what exactly were the sources of some of the problems. We have these group encounters — we call them management-labor, but they're more like encounter groups. We meet with each shift and we sit and talk about what's frustrating them. I went out and spent several days on patrol myself, wrote all the reports, and found out that I couldn't understand all their complaints because it took me less than an hour to write all my reports. In every encounter group we had, the No. 1 complaint among the officers was paperwork. So we did all sorts of things to adjust the paperwork. The No. 1 complaint from the administration about the officers was also paperwork. We had fascinating little things like, "He read him his Amanda rights." Finally I watched them do the reports, and one of the things I found out was they couldn't write them. We started doing some one-on-one discussions with young officers as to what was the most frustrating thing on the job, and it kept coming out writing skills. We tried addressing that and they got dreadfully insulted and threatened by it, and they got angrier and angrier. As we tracked this down, we were finding out that basically a large proportion of our officers' writing skills were so bad that every time they came to a report, they actually winced and felt terrible stress. And over the last year, we have found the No. 1 cause of stress for our officers was writing reports, not facing guns or responding to calls. They won't admit it outright, but increasingly we're hearing the undertow that they know they're not good writers. When they write they're embarrassed, they're frustrated, they're threatened and they get angry. A lot of the supervisors were seeing this as disciplinary in nature when it really isn't. Either we address the underlying cause, which is the writing skills, or we're never going to accomplish anything. We're finding out that an awful lot of our problems were related to this kind of reaction-formation to writing.

LEN: You had mentioned the development of a software program or template that allows the officers to pick and choose statements that are applicable to a particular incident, a kind of fill-in-the-blanks approach. . . .

FORD: We're developing it here. We had found out that spelling was atrocious, but the major problem was that there was no order or rhyme or reason. Writing is far more than just putting the words on paper; writing is mental organization, so you put out a clear message to the topic you're addressing. That was what was most killing them. They were writing far longer reports than they needed to, and no one could understand what they were saying

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LEN interview: Police Chief Robert Ford

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because they were so disorganized. So the first thing we said was "Why can't we organize them. We started with model reports for them to look at. Then we went one step further; we said, well, we've got these point-and-click PCs, these little laptops. For all of our crimes, we find that 98 percent of them are pretty much the same as the other ones. So why don't we take the five elements of burglary and give them a model burglary report, which they can click into on their laptop, pick the sentence that fits their thing, or just have them insert words at certain key points? So on a burglary, you would start first with the date: On or about the date, fill in the date, this person did enter, and then we would have a few options, and they can click on the options. For now, it looks like that for about 90 percent of our routine reports, we can give them canned narratives that they can just point and click and put phrases or words in and solve most of the problems they're having.

LEN: In the context of the system you described earlier, where the beat officer has to follow through on every case, would an instant report form be missing the kind of little details that a beat cop could provide to help solve an incident?

FORD: They can, and that is the down side of any model report form in that they never fully address the uniqueness of the event. We try to deal with that by putting a kind of little bottom piece where they just have to write phrases of other significant things that are important for the case. There are no easy solutions. There's a good reason why they should learn to write well. It's just that I am finding out it takes three to five years to significantly improve writing skills. There are certain reports that we cannot mock up for them; they're still going to have to do that. What I'm trying to do is reduce the stress level so they can learn

College material

LEN: The writing problem raises at least tangentially the issue of recruitment and how police agencies in Florida conduct that process. Like a handful of states, Florida hires police through the community college system. Could you describe how that works?

FORD: Basically, the community colleges have a curriculum that is administered like other technical skills curriculums, where students can choose to go into this career pattern and receive the necessary training. Once they receive the training, which is about a semester in length, they then go out and look for jobs among the various police departments that are hiring. So they already come to the police department with the certification. When they finish the basic class, they have to take a test, a proficiency test that the state administers. Once they take that, they are potentially accredited as a police officer that one hires.

LEN: You've worked in other places. What do you see as the advantages or disadvantages of Florida's system?

FORD: The advantage is that it saves us a fortune. Basically it saves us six months of full pay, and all the other resources that are necessary to run a police academy. For agencies like ours it would be very difficult to do that. The negative side is that while we have some influence over the curriculum, we don't have what I consider to be enough, and it's not tailored to our own agency's needs. Take writing, for example. I would like them to write a report every day during school or every topic they cover. They don't push that. So they're not as attuned to the way we would like things done. And the course work they teach is not always relevant to the jobs the officers are going to be assuming in the local departments.

LEN: If that's the case, do you then have to do some training once the new recruit has come on board?

FORD: Once the new recruit comes on board we have to do extensive training because, first of all, they've been filling out different forms than ours, and while that doesn't sound like a big thing, it is. They don't have any of the procedures down. If you run your own academy, when you teach them burglary, you're going to use your own burglary report. You're going to use your own procedures for that or this. We get a generic, and they're going to have to learn the idiosyncrasies of our systems.

LEN: How much influence does a police department, or all the chiefs in Florida, have on a curriculum that you feel may be not up to date or truly relevant? Is there a way to change it?

FORD: They can have an influence, especially if they stand united. But you'll find there's a great deal of diversity among police officials, so it's very hard to get the police chiefs themselves to stand united on any one type of curriculum. What I

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Absolutely. But I don't fool myself that we could compete and have sufficient numbers to fill our positions by just hiring college-trained. We can't do it.

would like to see is something I'm working on right now. I am willing to cover the cost of giving them the technical skills if they can give me a more versatile, more deeply trained, more vision-oriented police cadet. What we're talking about now is expanding the current program to make the police academy training part of a bachelor's of criminal justice, with a specialization in police. You get your bachelor's degree, and as part of your training some of your course work will be police-oriented.

LEN: Are you saying that the associate's degree isn't enough at this point?

FORD: It's clearly not enough. Every day, I am sometimes just shocked at what I have to ask them to do. You know, they need medical training; they're the first respondents to an injury or accident. I had to laugh the other day. It was at a domestic, listening to a 24-year-old, never married young male officer giving marital advice to a couple. The advice, by the way, was not bad! But it was entertaining that he'd be doing it. The problem is that they don't even get an associate's degree when they come out of community college; it's just one semester — 15 credits. So what I'm saying is, I need someone that's learned good thought processes, problem-solving skills, a little general overview of Constitutional law, a little general overview of psychology and sociology, diversity, and who comes to us with that type of thing, which is probably bachelor's level.

LEN: Higher education has been a tough nut to crack in this field. Of those departments that have educational requirements, there still are not that many requiring a bachelor's. Do you think the approach you're describing would cause a fuss in Florida, or in policing generally?

FORD: One of the problems is that I don't think we could at this time. We could not fill our vacancies if we demanded college degrees. Would I like to make the whole department college-trained? Absolutely. But I don't fool myself that we could compete and have sufficient numbers to fill our positions by just hiring college-trained. We can't do it. What we do here is the other option, which is once they're here, we work with them to help them get their college degree. The city pays all tuition. We have about a third to half of our people now pursuing degrees. We also have cutoffs for promotion. Above a certain rank you have to have a bachelor's degree. So we're back-dooring it, but it's a long process.

LEN: Is the salary scale in your department competitive to attract a college educated person?

FORD: Not in my department, and not in this area. I was just at a department in Anchorage, Alaska, which does have a college degree as a requirement, but their salaries are competitive, and they have no trouble finding college-educated people.

A doctor in the house

LEN: You have a doctorate in criminology. Is there a conflict between your role as a police chief and your training as a criminologist?

FORD: I would say the biggest conflict, and I get very frus-

trated, is because I read all those books, I did all that research, and every day I make decisions that the data will not give me any answers on; I have to fly by the seat of my pants. What you'll find is our field simply does not have clear directives. Our theories are so poorly developed at this point that there are more paradigms that give us a little sense of the area, but not any real direction on the day-by-day decisions. Also, there has been a tremendous fragmentation between the university and the applied people in the field. A lot of what's going on in the field has no relevance to what the university people think is important. And in turn, what the university people think is important has very little relevance often to the people in the field.

LEN: What advice, then, would you offer to the disciplines of criminology or criminal justice in the university setting? What kind of menu would you like to see them work up that would better help you as police chief?

FORD: I would like to see them spend more time on the practical problems of criminal justice as applied in the field. With any of the ones we talked about, from police morale to the social psychology of police violence, a lot of what I hear in academic circles does not ring true for what I'm experiencing. For example, one of the things I'm finding out is that if you organize a police department well, if you pay attention to detail, if you really do follow-up, and you really try to manage your crime problem, you probably can reduce crime in your area by 50 to 70 percent. I had always been trained that the police have *no impact* upon crime.

Is enforcement wrong?

LEN: You've second-guessed a follow-up question. Criminologists are reluctant to attribute recent crime reductions around the country to improved police work. Why do you think that is?

FORD: There's a sort of a sense among criminologists that enforcement is wrong. It's a university thing; it's part of their culture. I was always trained that there is no positive outcome for enforcement; about the best thing we can say about enforcement is that it's a necessary evil, and probably only necessary because of people's backward thinking, and you'd tick the public off too much if you removed it. My sense is enforcement can be a very positive and a very successful thing. Particularly if you're dealing with juveniles, you can make a significant impact in their lives, and the decisions they're making now can be changed by their brushes with the system, that there is learning going on through negative consequences. I've found that an awful lot of public order and peace can be maintained by early and reasonable intervention. It does mean that we're going to have to be a little more sophisticated than we were in the past. It does mean we're going to have to pay more attention to things we tended to ignore in the past. But I came to my current department with the general belief that all I could do was make marginal differences, and now it's clear — and now I think we're seeing it in several areas of the country — that major differences have occurred due to intelligent decision-making and decent intervention.

LEN: If criminologists aren't giving police what they need, should the police as a profession approach them somehow?

FORD: Absolutely. I saw a little of that occur at a crime summit or something conducted by NIJ recently. For the first time I saw college professors being confronted by police chiefs who were saying, "You guys are irrelevant. You college professors are out there doing your own thing, you're not of help to anyone other than yourself, and you need to be more on target." I would love to have some cookbooks in policing: like if you have a burglary pattern, this is what you should be doing. There's a whole series of research that I think we need — you know, what is the best way to address juveniles? Should we be strict or easy with the first offense? What type of intervention? There's so many decisions that I have to make every day, and I just don't have data or information to base them on.

LEN: Let's look at a specific example — the Minneapolis study on domestic violence and the follow-up replications. When those replication studies were conducted, they brought a mixed bag of answers: You should arrest if the abuser is employed, but maybe arresting someone who's unemployed might contribute to recidivism. At the time, the research seemed to be a major attempt on the part of the field of criminology. . . .

FORD: It was an exciting attempt. Whether it was successful or not, it showed two things to me. One, if they do research that tells an answer, the field will listen. It had dramatic impact throughout this country. And the other thing is that research is real hard. We have a multiplicity of variables out there. I don't know why they're shocked that the results are going to be complex, because

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it's a complex world. What they need to be doing now is getting down to defining the other variables we need to take into account in our decision-making. Just like when you come in with a sore leg, it isn't always broken. And doctors are beyond leeching any sore leg, so they look at the different options. So I would love to see more research like that. The Kansas City Patrol experiments were great.

What I would love to see has to do with my misgivings about community policing, because I don't see the research out there that would give a stronger feeling of how it's working. You never trust your own experiences, because we all tend to vote for our own successes. But I'd love to see some real hard-core research on what happened in the New York City subways when they confronted them the way they did. I'd also love to see some research on what's happening now in several major cities. Why suddenly the slump?

No problems

LEN: Police chiefs we've spoken to have attributed their successes to improved police work, a concentrated effort to deal with quality-of-life issues, and simply paying attention to crime and doing whatever they can to solve it. . . .

FORD: You know, one of the things that I always tell the public is that the major problem with police is not brutality, it's laziness. This is a profession where you can successfully get by doing nothing. There's this one famous quote: Many arrests, many problems; few arrests, few problems; no arrests, no problems.

LEN: Perhaps because the police have so much discretion in how they fill their workday, there's an irony here in light of what you said earlier about how some officers are frustrated because they have to now plan their days in a certain way. That leads me to believe that there must be some kind of feedback or monitoring procedures in place.

FORD: We have what's called case management — that's the first phase of it — where a crime analyst looks at every report that comes in, looks at what the officer did, and suggests additional steps for the officer to take. These go on a computerized file which the patrol commander reviews daily to see that the officer is keeping up with his investigatory workload. For instance, if you had a case in domestic violence, the officer now must go back and check with the wife that she's all right and that things are all right. With any type of family violence, they have to call back. It remains on their caseload. So we do monitor the caseloads. We also have a new thing that I had to change because I got into some political problems with it. We called it the point system. We gave them points for each activity each day and just monitored their activities. People called it a quota, but I didn't think it was one. They got activity points for stopping and talking to people, for getting out of the car and doing a business check — in other words, we took a full range of everything we wanted a police officer to do during the day and simply counted the number of times they did it, and assigned them a weight according to their importance to us. Then we changed that weight depending on what was going on at a given time of year.

LEN: This didn't go over very well!

FORD: Well, they didn't like the concept of points, so I changed it to hours of productive labor. Now we count the amount of time you spent on a shift, and we define how long things should take. So each month I get a report on every officer on how many hours of his patrol day was spent in gainful activity. And then I can break it down by type of activity.

LEN: One can see how this would help you, but is this helping the officers, perhaps by allowing them to get a good look at how they really spend their time?

FORD: Interestingly, they like it. They hated it at first. And you know why they like it? They've already set quotas for themselves: "You can't yell at me, I'm a good officer. I've done this much work." So it gives them certainty in a very uncertain field. "I am doing a decent job, I don't have to fear anything. You can't yell at me as a manager. You've got to treat me with respect. I'm a hard worker; look at what I did." It gives them feedback. One of the things an officer says is, "I don't have any guidelines for what I'm supposed to do all day, so how do I know if I'm doing a good job or not? Well, this gives them that. It wasn't meant to, but it does. So I now get, "My evaluation should be higher because look at the amount of work I do." It's a prime thing on their evaluations because I'm trying desperately to make evaluations somewhat objective.

Shades of difference

LEN: You've been a police official in the Buffalo, N.Y., area as well as in Chicago. Could you speak from experience about the differences in policing in these very different parts of the country, and any comparisons that might apply?

FORD: There's a great deal of difference; in fact, we find that here constantly. One of the things that's interesting is the different cultures of policing. One of the shocking things coming from the Northeast to Florida, for instance, is the decline of the blue curtain. If an officer in my department took a bribe, his partner would be here in three minutes to tell on him. They will not tolerate that. I see it as a positive thing in that they have a better standard, an understanding of professional ethics, and they do enforce it among each other. So that's one thing that's a real difference here, particularly among the suburban and more progressive agencies, the sheer shock that anything wrong is being done. The second difference is workload. They make far more arrests, and are far more active.

LEN: You think the workload in the Northeast isn't as heavy?

FORD: Well, whether it's heavy or not, they're only going to respond at a certain pace. You'll see that. So the blue curtain's different, the ethics are different, the whole approach is different.

LEN: You have a fairly large volunteer force, the Volunteers in Policing. Are they well trained?

FORD: We give them fairly decent training. It's amazing the number of jobs police officers do that do not necessarily demand any police skills. For example, traffic control. They do that. We do vacation house checks. People who move here from New York City are always shocked at the level of service. If you go out of town for vacation, we will check your house twice a day.

LEN: That's impressive.

FORD: This is service, service, service. There's nothing our residents won't call us for.

I'll give you my funny New York City story. We had a series of burglaries going on in the vicinity of our local high school. After about the third or fourth one, we said it must be the high school kids, and it's about the time of their break. So we send a police car to the high school at the same time we're answering an alarm, and sure enough, three or four of them come running across the lawn carrying videos and with gold jewelry hanging out of their pockets. We placed them under arrest and, being new offenders, they immediately talked to us and they gave everything up. Well, all the burglaries were reported excepted one. Now I, being a naturally cynical police administrator, immediately thought that Records lost the report, so we went to the house and asked the woman had she been burgled. I could tell by the accent — she said "Whaddaya want?" — that she was from New York and had just come down here. She wouldn't open the

door. We said, "Police. Did you have a burglary here?" "Whaddaya wanna know?" "Well, ma'am, we've recovered your property" — it was about \$8,000 worth of property — "that the burglar said he took from your house, and we want to verify that the burglary in fact occurred here and that it is yours." She opened the door and said, "You got my property back? Yes, I was burgled." "Ma'am, did you report it?" "No, are you allowed to here?" "What do you mean?" "Well, I'm just moved down here from Queens, where I got burgled last year, and the New York Police Department people said, 'Don't call us if it's under \$10,000; we don't respond.'"

Of course, the officers were standing with me, and they were looking cross-eyed; they couldn't understand it at all. You wouldn't report it? They report everything here!

LEN: Florida is one of the country's hubs for immigration, both legal and illegal, and is one of the states asking the Federal Government for help when it comes to paying the tab for criminality by illegal aliens. What kind of relationship do you have with the Immigration and Naturalization Service?

FORD: We talk with INS frequently, and we receive no satisfaction. I had illegal aliens, a whole bunch of them, and I was upset because this group had been involved in a murder two years ago. So I called INS. "I'm sorry," he told me, "we don't have anybody to send. How many do you have? Only 15? No, we don't send anyone for less than 50." There is no hope. We've got illegals all over the place and we treat them like regular citizens. And there's nothing you can do to them because they're illegals.

I had another terrible case with an illegal alien who was running a child-care center, and I caught him selling cocaine. I complained to our social services department that he shouldn't be running a child-care center, and they told me, "What does cocaine have to do with child care?" So he went to jail for the cocaine, and stayed in the country, and then we caught him on 29 counts of child sexual assault. I called Immigration, and we told them that we were going to hold a press conference and make a big public story about how he was still in the country. Finally, after a series of threats like that, he was deported. On their behalf, they say they're overwhelmed and just can't cope. But we just assume they're not there, and we're going to have to cope with whatever we can cope with. The illegals all know it too.

LEN: How would you characterize your philosophy of policing?

FORD: My philosophy is that policing is like everything else — hard work and attention to detail will win. The one thing that is really delightful about working here, as opposed to a big city, is that you know your residents and they know you. The police and the residents like each other and they get along well. It's so neat to see that type of system working, where the officers are actually beginning to like their community, and their community is liking them, and there's some sort of coherence. Now when we go on a crime call, the residents are there helping. It wasn't always that way. Once the police make the move to relax the barriers between themselves and the residents, marvelous things happen

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Forum

Cohen:

C-OP's funding glass is half-empty

By Marjorie Cohen

Everyone agrees: Community policing is a great idea. In fact, the Federal Government thinks it is such a great idea that it has designated millions of dollars to the funding of community police initiatives. What they are really funding, though, are police initiatives, leaving the community to fend for itself. Although community policing is supposed to be about a partnership between the police and the community, when it comes to funding, the community is all but forgotten. At the moment, only one-half of the "partnership" is being supported by public funds — while the police receive grant after grant, community groups that work with the police to promote the concept of community policing are left to face dwindling budgets and rapidly diminishing funding sources.

I am the Director of the Westside Crime Prevention Program (WCPP), a community group on the Upper West Side of Manhattan in New York City. WCPP's goal is to make the area safe and secure for everyone who lives, works and/or goes to school in our neighborhood, an area that encompasses two police precincts and is home to 200,000 people. To accomplish the goal, we work with energy and creativity to foster genuine cooperation between police and the community — in other words, to take community policing out of the realm of the theoretical and bring it into the neighborhood where it belongs. We have had great success.

In recognition of our success, we have articles about our achievements in local and national newspapers, interviews on local and national radio and television, letters of commendation, awards and enough plaques to cover one full wall of our of-

fice — but very, very little money.

Ironically, we do not need very much money to accomplish a great deal for our neighborhood. The amount of funding we need to remain vital and even to grow is insignificant when compared to the grants that are being given to the New York City Police Department. Consider this: for \$30,000, considerably less than the cost of two patrol vehicles, we have been able to design a project that has made a palpable difference in the quality of life for people who live in Manhattan Valley, the piece of our neighborhood that histori-

the highest in the precinct; the number of shootings was intolerable. As one official with the NYPD Narcotics Division explained, this was an area where drugs were not only sold on the streets and in buildings, but it also served as a wholesale center, supplying other parts of the precinct and the city as a whole. Adding to the difficulty of the situation in Manhattan Valley at the start of our project was the general atmosphere of distrust of the police, particularly among the Latino population.

To address these seemingly overwhelming

"Although community policing is supposed to be about a partnership between the police and the community, when it comes to funding, the community is all but forgotten."

cally has been the most plagued by drug dealing and drug-related violence.

Manhattan Valley is a community that is 50 percent Latino. Many of the residents are recent immigrants from the Dominican Republic, Puerto Rico, Mexico, Ecuador, El Salvador and Guatemala. Thirty percent live below the poverty line, many in overcrowded housing with a female head of household. Although Manhattan Valley represents only 15 percent of the precinct in area, it accounts for 70 percent of the drug arrests. In a survey conducted by graduate students at Columbia University, residents were asked, "What do you not like most about your neighborhood?" The reply: "Drugs, drugs and drugs." Ninety percent of the respondents cited drugs and drug-related crime as their No. 1 problem.

When we began our Project Focus in Manhattan Valley, residents complained of random gunfire day and night. The homicide rate was

problems in Manhattan Valley, the first step for Project Focus was to hire a Spanish-speaking community organizer for the area. Our goal was to join the police and the community in a working partnership, exactly what community policing theorists advocate. To reach our goal, we:

Trained 1,000 residents of the Valley to be "drug watchers," teaching them how to observe, identify and report drug-dealing. The centerpiece of the training is a slide presentation that features actual deals, stash spots and arrests, and teaches residents how to give accurate descriptions when they call the police and how to follow up on arrests, working with the police and the District Attorney's office.

Recruited 30 business locations in the Valley as Safe Havens, locations identified by a yellow decal where young people can go for help when they feel threatened or in danger on the street.

Presented Streetwise and Safe sessions to

students in the schools of Manhattan Valley, teaching them how to use Safe Havens and how to cope with some of the challenges of living in an inner-city neighborhood.

Presented Streetwise and Safe sessions for the parents of the students in the schools of the Valley.

Published a monthly bilingual Calendar of the Valley/Calendario del Valle listing the community events taking place in the Valley — everything from block association meetings to art workshops in Central Park. Over the past two years, the calendar has expanded communications and coordination among groups and increased participation in the life of the community.

Established a Spanish language hotline so that our Spanish-speaking neighbors could feel comfortable staying in touch with our office and, when necessary, reporting drug dealing and other crimes anonymously.

Initiated a conflict resolution program for middle school students in the Valley that involves them in a series of training sessions to teach them how to avoid violence, culminating in a no-holds-barred question-and-answer session with local police.

Established a mentoring program linking at-risk pre-teens who live in the Valley with adults from the community who serve as role models.

Organized regularly scheduled meetings with building owners, managers and superintendents and community policing officers and representatives of the Manhattan District Attorney's office to devise strategies for addressing drug dealing in problem buildings.

Arranged private meetings between residents, precinct police and narcotics officers to exchange information.

Coordinated a series of "Meet the Beat Cop" sessions, giving residents the opportunity to talk directly to their community policing officer in a

Continued on Page 15

Warner:

Crime control: America's political football

By John Warner

The public's legitimate concern about the extent of crime in America, especially violent crime, and the apparent failure of the criminal justice system to deal with it effectively, is being exploited by politicians of both major parties.

Never in the history of this country have as many police officers been invited to the White House for a photo opportunity with the President to witness the proclamation of a new crime-control initiative. Not to be outdone, opposing politicians immediately arrange their own publicity stunt to show how tough they are on crime control.

It is true that much can be done to improve the way we deal with the prevention of crime and the investigation, prosecution, adjudication and treatment of lawbreakers. Unfortunately, many of the proposed remedies are political "feel-good" measures to assuage a public victimized by crime and endangered in the pursuit of their daily activities.

In the post-World War II era, crime-control philosophy increasingly abandoned the concept of individual responsibility and punishment for criminal activity in favor of blaming society and absolving individual wrongdoers of accountability for their actions. It was the age of half-baked psychological theories and a strictly sociological view of criminology. It is certain, however, that the academics, officials and politicians who subscribed to the laissez-faire philosophy of crime control carry part of the burden of responsibility for the difficulties we are now experiencing.

The pendulum had to swing back eventually from the days of coddling criminals and restrict-

ing police practices which in the past had been accepted as reasonable and legal. Still, it is questionable whether some of the hastily drawn up, politically inspired laws and proposals will really reduce crime and pass the test of constitutionality. A few examples to consider:

The federalization of common-law crimes, which has resulted in a greatly expanded Federal law enforcement responsibility and authority, is unsound. The corresponding buildup of Federal manpower and resources does not seem to produce better results, and instead it dilutes the agencies and detracts them from enforcing the laws for which they are legally responsible. The recently promised assignment of Federal agents to investigate church burnings, which are clearly within the jurisdiction of state and local authorities, is an example of doing what is politically advantageous. Arson is a crime included in the penal codes of all 50 states. The same is true of other federalized offenses, such as automobile hijacking.

The 1994 crime control act added some 60 death-penalty provisions to Federal law. Again, most are common-law crimes, the responsibility of the states under the Tenth Amendment to the Constitution. So far not a single offender has been executed and the law has had no effect of reducing the commission of crimes covered by it.

"Megan's Law," a current favorite of politicians, requires notification of the local community of the release of certain sex offenders. In Virginia, a resident can receive a list of parolees living in his Zip code area for \$5, or a complete list of about 10,000 names for \$37.50. In most states,

local law enforcement authorities are notified automatically of all prison releases. Special notification of local law enforcement of the release of sex offenders is appropriate. Notification of all is abhorrent and could be interpreted as cruel and unusual punishment.

The hue-and-cry to eliminate parole is another counterproductive feel-good measure. What is needed is to improve the parole selection process and to change the parole philosophy. The protection of society should be the objective and parole officers should be oriented more toward law enforcement than social work.

Adding 100,000 police officers sounds like a good idea, but as envisioned, it is questionable at best. The program as administered by the Federal Government will add to a bloated Federal bureaucracy and consume funds which could be used to better purposes by state and local authorities. The objective as stated is to use the additional officers to expand community policing. While undoubtedly helpful in some localities, there are needs of equal or greater importance in other areas, such as equipment enhancement, training, boosting resources for internal affairs, homicide investigations, multijurisdictional task forces, etc. State and local agencies are in a better position to allocate the funds where they will do the most good.

There are a number of other high-visibility statutory changes or proposed actions which are exploited by politicians. In the judicial arena, there is the trend of restricting judges from imposing indeterminate sentences, between a minimum and a maximum, through sentencing guidelines. Also, we now have the system of a "trial in chief" fol-

lowed by a separate sentencing session, which includes testimony by so-called "victims." This usurpation or abrogation of judicial responsibility is wrong. Allowing victims to witness executions is barbaric and should shame us all. The reliance on unreasonably long sentences on the one hand and slaps on the wrist on the other hand defeats the purpose of the entire criminal justice system. Interminably long delays in the judicial process, weeks of jury selection manipulated by jury selection "experts" are all factors that have led to our failure to deal effectively with crime.

The bottom line is that criminal justice should be applied fairly, with speed and certainty. It should be free of politics and not infringe on the 10th Amendment, which states that powers not delegated by the Constitution to the Federal Government are reserved for the states, or the people.

(John Warner is retired from the Drug Enforcement Administration, where he served as Director of Foreign Operations.)

Note to Readers:

The opinions expressed on the Forum page are those of the contributing writer or cartoonist, or of the original source newspaper, and do not represent an official position of Law Enforcement News.

Readers are invited to voice their opinions on topical issues, in the form of letters or full-length commentaries. Please send all materials to the editor.

Locking up crime with cell phones

The increased use of cellular phones to report crimes should be a boon to law enforcement, by providing police with extra eyes and ears, but problems have begun to emerge from cell-phone usage, particularly calls made from the road by motorists, whose location often makes it difficult for first-responders to pinpoint the scene of an accident or crime.

Even the latest enhanced emergency dispatch systems, which alert dispatchers to the location of a call, are unable to determine locations from callers using cellular telephones. However, new rules adopted June 12 by the Federal Communications Commission will require the cellular telephone industry to upgrade their networks with technology that will enable 911 operators to determine the location of a cell-phone call within 400 feet.

The industry has up to 18 months to come up with the technology as well as give 911 dispatchers the ability to call back a person who's made an emergency call if the line should be disconnected.

The new rules would guarantee access to 911 from cellular phones. Currently, there is no national requirement for 911 access from cellular phones, as is the case with regular telephones. The rules would ensure that 911 calls can be completed when a cellular customer "roams" into regions not covered by the company that provides service to the call. Usually, 911 calls cannot be made in such cases.

According to FCC statistics, 18 million calls—about 50,000 a day—were made from cellular phones to 911 centers in 1994, the last year for which figures are available. The Cellular Telecommunications Association estimates that there are about 36.5 million cellular phones currently in use in the United States. In 1985, about 193,300 cellular phone calls were made to 911.

The rules will greatly ease the burden placed on emergency dispatch systems by the increasing popularity of cellular phones, officials told Law Enforcement News. "We believe it's an excellent initiative," said Maryland State Police spokesman Lieut. Greg Shipley. "Many times the calls we deal with are coming from the highway, and our on-duty officers want to help but they become very frustrated because the person has no idea where they are and they're not taking that into consideration before calling.... Certainly something like this would be a great asset."

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To cut down the number of cell-phone calls made to 911, the agency directs motorists to dial #SP to report aggressive drivers, traffic hazards and other non-emergency situations arising on the state's roads, said Shipley. Such calls are diverted to the nearest State Police barracks, making it a little easier for officers to determine the location of the problem.

Shipley could not provide precise figures on the number of 911 calls made from cell phones, but noted that during

But motorists' good civic intentions create problems for 911 systems

one recent day, the agency received 280 calls to #77 from motorists. Until the FCC-ordered technology becomes a standard feature, the agency will continue to ask the public to note nearby landmarks, mile markers or interchange and exit numbers when calling 911 from the road.

Michael Fischel, director of the Fairfax County Public Safety Communications Center, one of the nation's largest 911 facilities, said emergency calls from motorists on cell phones take longer to process because dispatchers have to establish the approximate location of the caller. Well-intentioned "cellular Samaritans" often hamper operators' efforts to give assistance by making scores of calls reporting the same problem, he added.

Fischel said that about 67,000 of the 460,000 emergency calls his center received in 1995 were made from cell phones, making them the fastest-growing category of calls. "Four or five years ago, if we had 10,000, that was a lot," he said.

Fischel lauded the new rules, saying the industry, which has been using security as a selling point for cellular phones, needs to address the limitations presented by cell phones. "The greatest thing about this is that the cellular phone industry promotes cellular phones as a security feature, and I think many times they do not highlight the limitations of cellular 911 as it exists today. I think the FCC rules will address that."

Books of Particular Interest...

The Ethics of Policing *John Kleinig*

Offering an in-depth analysis of the ethical values that police should uphold, this book considers their authority in broad terms. It also tackles accountability, the use of force, deceptive stratagems, corruption, and the tension between personal values and communal concerns.

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Criminal Justice Library

How stationhouse doors were opened to women

From Social Worker to Crimefighter:

Women in United States Municipal Policing

By Dorothy Moses Schulz.
Westport, Conn.: Praeger Publishers, 1995.

208 pp. \$55.00 (hb); \$19.95 (pb).

By K. D. Codish

Readers expecting a scathing feminist indictment of an unrepentant patriarchal police hierarchy will not find it in Dorothy Moses Schulz's book. In fact, while Schulz concedes that few American occupations are more identified with male stereotypes than police patrol, "From Social Worker to Crimefighter" provides a distinctly balanced, eminently readable chronicle of the men and women who laid the foundation for women police officers today.

Observers of civil rights trends in U.S. municipal policing may already be familiar with the social, legal and political milestones insightfully described by Schulz, and may recognize the place she gives them within the larger context of the reform, progressive and community policing movements. They may also be familiar with her not-very-shocking premise that women have advanced in American municipal policing not by invitation but by pressuring unreceptive men in power.

The first of the book's eight chapters begins after the Civil War, with the attempts of female temperance workers to protect poor, often homeless women from sexual predation by the male officers who held them in "protective" custody. She takes us from the earliest female prison matrons, who provided moral and spiritual counsel to inmates, to the early policewomen, who were sometimes referred to as "city mothers" and who extended their duties to include custodial care within the police stations themselves. In 1972, the passage of the Title VII amendment to the Federal Civil Rights Act of 1964 expanded the Federal prohibition on

discrimination against women into the world of municipal police departments, thus opening doors to an era of lawsuits and consent decrees that were intended to insure compliance in the hiring and promotion of women. While the results of legislation and historical events are carefully documented throughout the book, the author wisely points out that the turbulent 1970s and 1980s hardly represent an unprecedented "advent" or "entry" of women into the policing profession. Women had been there since the late 19th century.

As the book continues, it becomes clear that we are being treated to something more than a comprehensive historical study; we are witnessing a kind of rescue from oblivion of people long forgotten, whether intentionally or otherwise. Schulz makes reference to the fact that women police have only recently become the subject of serious research, and that most often "their attitudes and beliefs were commonly subordinated [in the literature] to how others felt about them." Similarly, 25 years ago, Howard Zinn, in "The Politics of History," talked about the "underside to every age about which history does not often speak, because history is written from records left by the privileged."

It is no secret that, historically speaking, the privileged in policing have been so-called Straight White Men, whose written legacy has not often included the contributions of women or people of color to the history of policing. Schulz has remedied this omission by searching out the foremothers of policing. She does not hesitate to name names, beginning with Sadie M.W. Likens of Denver and Lucy Thompson Gray of Los Angeles, both among the earliest police matrons in the 1880s. Mary Owens, the widow of a city officer was formally appointed policeman in Chicago in 1893, and Eva L. Coming and Elizabeth Barr-Arthur of Topeka, Kan., were also appointed policemen in 1913. E. Belle Robinson of San Diego was appointed in the same year, but it was not until as late as 1968 that Officers Betty Blankenship and Elizabeth Coffel of Indianapolis finally

Search and Destroy

African-American Males in the Criminal Justice System

Jerome G. Miller

"This book constitutes a powerful warning for all of us. Jerry Miller has spent a lifetime understanding our criminal justice system. He has worked to make it more progressive and more just. He has watched as it turned into a system of segregation and control for many Americans of color. That is the story told here in devastating detail. If we are truly know what we have become as a society we have to face the story told between the covers of this book."



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took up firearms, donned leather gear, got in a car and became the first women actually to go on uniformed patrol.

But who were these women and what was it that made them help pave the way to that historic car ride? What of importance has Dorothy Moses Schulz given us by unearthing so many of these forgotten names, dates and details about the actual work of these women? Why should anyone care?

While Schulz presents her work more as a "historical study" than as a social or psychological history of the women and their times, there is no denying that by locating and naming the women presented in this book (and especially by finally consolidating all this information in one place), she has produced something of wide implication. Her scholarship is so much more complicated and interesting than conventional "history" because it gives us a richer sense of the whole human enterprise, and makes us want to know what was going on in the daily lives of these otherwise "ordinary women." How can attention not be paid to the memory of Rachel Welch, a prison inmate in Auburn, N.Y., who became pregnant while in solitary confinement and was subsequently flogged to death by a prison official, and whose death precipitated the creation of the first prison-matron position? Just why is it, we find ourselves asking, that Lucy Thompson Gray, a mother of 10 and adoptive mother of several more homeless children, crossed the entire country and then became the LAPD's first police matron? What possessed so many college-educated, middle- and upper-class women to pressure police institutions to give them responsibility for women arrested by male officers? What prompted Quaker and Women's Christian Temperance Union activists to focus on women's prison and prostitution reform? How did the first Women's Bureaus of the early 1900s evolve through the Depression, World War II and what Schulz acknowledges to be misnamed as the "quiet 50's"?

The author is an accomplished scholar/educator at John Jay College of Criminal Justice, and her years as a Metro North Railroad police captain clearly provide an added perspective to her research. Finally, however, it may be that by asking questions so clearly and provocatively, she has provided her greatest contribution both to women and to policing. "From Social Worker to Crimefighter" should be required reading for every student of police history, every new academy student, and each and every correction and police administrator in the country. One of the best things about ground-breaking scholarship is that it often inspires further thought and research. We can be grateful that Dorothy Moses Schulz has created what is sure to become the standard text on women and policing, and look forward to what this important new work engenders.

(K.D. Codish is director of training and education for the New Haven, Conn., Police Department, and executive director of the New Haven Police Academy.)

Police pinpoint reasons for crime declines

Continued from Page 1

packed gang- and drug-related crimes," he said.

The funds also have allowed the department to restructure its patrol areas to 12 "crime control districts" and decentralize departmental functions, giving officers more decision-making authority at the street level. Eventually, each district will have its own substitution from which all police services for the area will be provided, Krey said.

Crime also was down by 7 percent in Buffalo, N.Y., where the murder rate fell by 35 percent, from 90 in 1994 to 62 in 1995, said Police Commissioner Gil Kerlikowske, who credited a joint police/FBI task force that targets violent career criminals. Aggressive narcotics enforcement also helped to bring about the third consecutive crime decline, he added.

The 11.1-percent decrease in Wichita, Kansas, is partially due to an infusion of officers under a hiring plan approved by the City Council in 1993, said a spokesman, Capt. Steve Cole. By 1998, 100 new officers will be added to the agency, which currently has about 525 officers.

But community policing has also played a major role, Cole said. "It's a whole different mindset toward problem-solving and that in itself can have a dramatic impact on how we serve the community."

The expansion of community policing also contributed to the 4-percent drop in crime in Los Angeles, said Police Department spokesman Comdr. Tim McBride, who said that despite the rough press the agency often receives,

its relationships with the diverse communities it serves continue to improve. That's reflected in the downward crime trend first noted in 1993, he said.

"There truly is a significant partnership with the community, with a lot more emphasis on problem-solving than there has been in the past. We'd like to believe that's at the root of these reductions," McBride said.

The department has yet to feel the impact of a continuing influx of hundreds of new officers because many are still being trained, so the department is relying on residents to help through participation in community patrols, neighborhood watch programs and other activities, said McBride.

The slight decrease in Minneapolis's crime rate last year was overshadowed by a sharp rise in its murder tally — from 62 in 1994 to 97 — that has shocked residents of the city long known for its easy-going lifestyle and relative safety. Police Chief Robert Olson blamed an influx of gang members from Chicago, Detroit and Gary, Ind., for the rash of deadly shootings.

"Some of it's just bad luck, where you just have a rash of shootings where the marksmanship of some of the gangsters was better than it normally is," he told LEN last month, attributing about 43 percent of the homicides to gang-related violence.

Gangs are attracted to Minneapolis primarily because of its wide-open drug market, Olson said. "They're coming up here to deal drugs. The market here is good for them.... We think it also has a lot to do with the lack of consequences for misdemeanors. Our arrests are way

up but there are no consequences [for criminals]. We're catching kids who are on their sixth stolen car — and nothing happens to them."

The Police Department has responded by starting a "Safe Streets" program in which police flood neighborhoods with the highest number of "shots fired" calls, Olson said. "In the North Side, there was a 50-percent increase in the number of shots-fired calls between 1994 and 1995. But with these extra people, overtime and pulling people from other duties, we have been successful in dropping the call load to below pre-1994 levels."

The number of homicides are still high — there were 50 by the first week of August — although they have not yet reached the record set last year, Olson said. But the Police Department is bracing for the possibility of continued violence as the number of teenagers rises in the next few years, he said.

"We ain't seen nothin' yet," Olson remarked. "If we don't get a grip on this generation, there's going to be the devil to pay. They have no conscience, no morals, and they're living for today. They're hardened criminals by age 16 or 17," he said, adding that the agency is instituting programs that will steer kids away from gang lifestyles.

A gang war also is blamed for a 13-percent jump in homicides in Washington, D.C., during the first quarter of 1996, when 93 killings were reported — compared to 82 in the same period in 1995 — reversing a two-year-old downward trend. Police officials said the biggest jump occurred in the crime-

plagued 7th District, where 13 homicides were reported in January, three of them attributed to revenge killings committed by rival gang members fighting over turf at the Barry Farms housing complex.

"It's not based on anything we can point to with any certainty, but we think we had a little revenge going on in 7D," Lieut. Alvin Brown, who supervises the district's homicide squad, told The Washington Post. "Someone killed someone from a rival group, and it went back and forth from there."

Gangs also are wreaking havoc in Phoenix, where crime jumped 6 percent last year, most of it due to a rise in property crimes, said Sgt. Mike Torres, a Police Department spokesman who said figures for the first six months of 1996 indicate crime is down 4 percent. Analysts also believe that the phenomenal growth in the population of the Sun Belt metropolis in recent years has resulted in an increase in crimes reported to police, Torres said.

"We have been extremely proactive against gangs," Torres told LEN. The agency is attempting to raise community awareness of the problem with public forums, and its pioneering program aimed at steering youth away from gangs, Gang Resistance Education and Training (GREAT) is proceeding full steam.

Earlier this year, the U.S. Attorney for Arizona, Janet Napolitano, announced that whenever possible, gang members would be prosecuted as organized criminal enterprises under Federal racketeering statutes.

Torres added that the Police Department, now in its fourth year of a community-policing program, relies on the involvement of Phoenix residents to report problems and help police solve crimes. The department, which will soon add more officers to its 2,100-member ranks, also has set up several hotlines to which residents can call in tips about crimes, graffiti, gangs and homicides.

"At the same time we're asking

people to report crime, we also want them to help us solve crime — and they have," Torres said.

Many jurisdictions are reporting that 1995's downward crime trend is continuing into 1996. Crime remains down by 7 percent in both Fort Worth and Buffalo, officials told LEN. Statistics released by the Los Angeles Police Department in July show that violent crime decreased by 5.1 percent in the first six months of 1996, while overall reported crime is down by 8.7 percent.

The unprecedented double-digit increases seen in New York City for the past two years are being duplicated again this year, both above and below ground, according to preliminary figures from the NYPD. Reports of serious crime are said to be down 11.7 percent in the first six months of this year compared to the same period last year. Murder has dropped so sharply in New York — an estimated 45 percent since 1993 — that the city will record its lowest number of murders since 1968. And crimes have dropped in the subways by 22 percent in the year that has elapsed since the New York Transit Police was merged into the New York Police Department in April 1995.

Overall crime in the city was down by 15 percent in 1995, according to the FBI report. The decline is due to a crackdown on quality-of-life crimes made possible by the addition of thousands of new officers over the past five years, bringing the total number of officers in the NYPD to 38,000. A high-intensity offensive against drug dealers in Brooklyn that was launched earlier this year is also credited with keeping crime low. "We can say we are just about the safest large city in America," said Mayor Rudolph Giuliani, a former Federal prosecutor.

Added Police Commissioner Howard Safir: "The city is getting safer. Crime is continuing to go in the right direction and the citizens of this city ought to be very proud of what their Police Department has done."

Providence gets reprieve in disclosing alleged misconduct

Continued from Page 1

payer dollars to deny citizens access to records that should be open to the public. "If they choose to withhold these officers' names, that's their business. But we don't think the general public should have to pay for who they want to hide," he said.

Sparking DARE's effort was a 1991 article in The Dallas Morning News that reported Rhode Island had the second-highest number of U.S. Justice Department investigations of brutality complaints per capita in the nation.

According to the newspaper's report, which appeared shortly after the Justice Department announced a nationwide review of brutality complaints in the wake of the Rodney King beating in Los Angeles, Rhode Island had 230 Justice Department investigations of police misconduct, or 24.3 per 100,000 population, between 1984 and 1989. Only Louisiana's rate, at 25 per 100,000, was higher.

In a letter to then-Attorney General Dick Thornburgh, Steven Brown, executive director of the state's ACLU affiliate, urged the Justice Department to give "especially close scrutiny" to complaints filed in Rhode Island during its review. While Brown wrote that the ACLU recognized that the statistics "in and of themselves do not necessarily mean that Rhode Island's police abuse problem is actually the worst in the country," he said they "undeniably raise legitimate and troubling questions about the extent of violent crimes committed by police in this state."

The city has argued that open-records statutes provide exemptions to the disclosure of personnel information in some instances, including those pertaining to law enforcement officers. "It's not fair," said Graziano of DARE's request for the names of officers, including those against whom complaints were not substantiated.

"The problem we have with [the ruling] is we get an awful lot of complaints that are made in retribution for an arrest, where [the arrestee] will use the complaint process as leverage to get out of a criminal charge," said Lieut. Jack Ryan, the chief spokesman for the Providence Police Department. "They're basically unfounded complaints."

Ryan said that local newspapers recently ran articles about an officer who had chalked up 12 complaints during his career. "That was printed in the paper as if this guy was the worst thing in the world. And guess what? He was found guilty of only one of them and it was very minor. As for the other 11, for the most part the complainants hadn't even shown up to proceed with their complaints."

Ryan added that department statistics support the assertion of many "boogus" complaints against officers. He said the agency's 454 officers made 210,000 contacts with citizens last year, including 7,000 arrests, but only had 35 complaints filed against them for courtesy, or physical or verbal abuse. "Out of those 35, I think maybe six complainants showed up for hearings,"

If it weren't for the fact that so many of them are erroneous, I'd say, as an administrator, 'Here they are, have a ball with them,' because most of them are garbage."

Ryan said the department's main concern about DARE's request is that it would effectively do away with officers' due-process rights. When a complaint is substantiated, the officer has a right to a hearing before a lieutenant or higher-ranking officer before disciplinary action can be taken by the chief, he said.

Complicating the issue is the state's Law Enforcement Officers' Bill of Rights, a statute that provides Rhode Island police officers with a hearing before a bill of rights board before disciplinary action beyond a two-day suspension can be taken by the police chief, Ryan added. "That's the maximum punishment a chief in the state of Rhode Island can give without going through this bill of rights panel."

Davis said DARE wants to study the records to see why the citizen complaint process is "failing the people it's supposed to serve. We cannot do that efficiently if they're not going to provide information."

Davis charged that complainants are routinely discouraged by police from filing complaints. Others, he said, are intimidated by having to file complaints at police stations. "There needs to be a comfort zone, a safety net for people to not only file grievances but at the same time become part of the disciplinary process," he said.

Continued from Page 1

our oil changes once every two months, instead of once a month. And we'll probably end up doing that once every three months because the oil just doesn't get dirty."

The Police Department works closely with Ford, which has one of its largest assembly plants near Wixom, 25 miles outside Detroit, and the Consumers Power Company, the local utility that supplies the natural gas in torpedo-shaped tanks that are mounted behind the back seats of the vehicles, to solve problems that might arise. They're "out the very next day" whenever the department reports a problem, said Holland.

Despite his general satisfaction, the chief said the "jury was still out" on the vehicles as the department continues its yearlong assessment of their performance. "Are we going to stay with this? I don't know. I guess we'll have to wait and see what the bottom line is," he said.

Holland said urban police agencies that rarely engage in high-speed pursuits would benefit most from the vehicles. State police agencies, he speculated, "could not use these; they just

don't have the speed that you need to catch speeders. But in large cities, I don't see that as a problem because rarely are officers stomping on the gas pedal."

The Hamilton County, Ohio, Sheriff's Department recently decided against adding the CNG-fueled cars to its fleet because of the increased frequency of refueling and the lack of conveniently located fueling stations in the Cincinnati area. Officers who tested the vehicles earlier this year had no problem with their performance, said agency spokesman Col. Dan Wolfangel. "They felt they got as good a reaction from the test vehicle as they did with our normal gas vehicles," he told LEN.

Holtschneider said Ford is working closely with law enforcement agencies that are using the vehicles to address their concerns. "If police don't feel comfortable with their vehicles, they have a huge problem on their hands," she said. "They have to feel like they can go the whole shift without having to refuel, that they can sit and idle for a while and still get up to full speed in a second's notice."

Alternative-fuel cars are a gas, police say

Continued from Page 1

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Upcoming Events

SEPTEMBER

- 16-17. Street Drugs.** Presented by Investigators Drug School. Orlando, Fla. \$195.
- 16-18. Computerized Traffic Accident Reconstruction I — Introduction to EDCRASH.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$400.
- 16-18. Tactical Ground Fighting.** Presented by Modern Warrior Defensive Tactics Institute. Lindenhurst, N.Y. \$300.
- 16-20. Hostage Negotiations & Crisis Management.** Presented by Rollins College. Orlando, Fla. \$395.
- 16-20. Advanced Narcotics Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.
- 16-20. Street Gangs Identification & Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.
- 16-20. Interview & Interrogation Techniques for Internal Affairs Officers.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.
- 16-20. Police Applicant Background Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.
- 16-20. Investigation & Inspection of Com-**

- mercial Vehicle Accidents.** Presented by the Institute of Police Technology & Management. Phoenix, Ariz. \$495.
- 16-20. Police Firearms Instructor Development School.** Presented by the National Rifle Association. Knoxville, Tenn.
- 16-20. Law Enforcement Tactical Shooting Instructor Development School.** Presented by the National Rifle Association. Castle Rock, Colo.
- 16-20. Bloodstain Evidence I.** Presented by the Northwestern University Traffic Institute. Las Vegas. \$600.
- 16-20. Forensic Art: Advanced Two-Dimensional Identification Techniques.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$575.
- 16-27. Advanced Traffic Accident Investigation.** Presented by the Institute of Police Technology & Management. New Braintree, Mass. \$695.
- 19-20. Computerized Traffic Accident Reconstruction II — Introduction to EDCAD.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$300.
- 19-20. Tactical Straight Baton.** Presented by Modern Warrior Defensive Tactics Institute. Lindenhurst, N.Y. \$300.
- 20. Stress Management for the Public**
- Safety Professional.** Presented by Frederickson Consulting Inc. Fairborn, Ohio.
- 23-25. 35th Annual National Police Shooting Championships.** Presented by the National Rifle Association. Jackson, Miss.
- 23-25. Street Survival '96.** Presented by Calibre Press. Norfolk, Va. \$179/\$155/\$105.
- 23-27. Criminal Patrol Drug Enforcement.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495
- 23-27. Basic Financial Crime Investigation.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$500
- 23-27. Crime Scene Technology II.** Presented by the Northwestern University Traffic Institute. Las Vegas. \$650.
- 23-27. Microcomputer-Assisted Traffic Accident Reconstruction — EDCRASH.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$700.
- 23-27. Supervision & Management of Drug Investigations.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$550.
- 23-Oct. 4. Advanced Traffic Accident Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$695.
- 23-Oct. 4. Accident Investigation II.** Pre-
- sented by the Northwestern University Traffic Institute. Evanston, Ill. \$800.
- 24-25. Civilian Oversight: Blueprint for Action.** The 2nd annual conference of the National Association for Civilian Oversight of Law Enforcement. Washington, D.C.
- 24-26. 5th Annual Training Conference on Law Enforcement Professionalism.** Presented by the New York State Division of Criminal Justice Services, Bureau for Municipal Police. South Fallsburg, N.Y. \$175.
- 24-26. FitForce Coordinator Course.** Presented by FitForce. Meridian, Idaho.
- 24-27. Chemical Weapons Instructor.** Presented by Rollins College. Orlando, Fla. \$325.
- 25-26. Incident Command Systems.** Presented by Hutchinson Law Enforcement Training, LLC. Mystic, Conn.
- 25-27. Annual Meeting of the Midwest-**
- ern Criminal Justice Association.** Indianapolis
- 25-27. A Dilemma: The Marginal Police Employee.** Presented by Rollins College. Orlando, Fla. \$295.
- 26-28. Modernization of Shift Work, Police Scheduling & Resource Allocation.** Presented by the Justice Research Institute. Chicago. \$325.
- 30. Lawful Invasion: Police Raid School.** Presented by Investigators Drug School. Fort Lauderdale, Fla. \$95.
- 30-Oct. 1. Police Grant Writing: An Alternative Budget Source.** Presented by Rollins College. Orlando, Fla. \$275.
- 30-Oct. 2. Computerized Traffic Accident Reconstruction III — Introduction to EDSMAC.** Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$450.

For further information:

Addresses & phone/fax numbers for organizations listed in calendar of events.

Arizona Auto Theft Investigator's Association, c/o Sgt. Joe Brosius, Tempe Police Department, 120 E. 5th St., Tempe, AZ 85281. (602) 858-6205.

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062-2727. (800) 323-0037.

Davis & Associates, P.O. Box 6725, Laguna Niguel, CA 92607. (714) 495-8334.

Executive Protection Institute, Arcadia Manor, Rte. 2, Box 3645, Berryville, VA 22611. (703) 955-1128.

FitForce, 1607 N. Market St., P.O. Box 5076, Champaign, IL 61825-5076. (217) 351-5076. Fax: (217) 351-2674.

Frederickson Consulting Inc., 541 W. 98th St., #345, Minneapolis, MN 55420. (612) 884-0249. Fax: (612) 884-2485.

Hocking College, Attn: Oeb Fraunfelter, Marketing Services Manager, 3301 Hocking Parkway, Nelsonville, OH 45764-9704. (614) 753-3591, ext. 2112.

Hutchinson Law Enforcement Training LLC, P.O. Box 822, Granby, CT 06035 (203) 653-0788. E-mail: dhutch@snet.net Internet: <http://www.patriotweb.com/hlet>.

Institute for Management & Police Effectiveness, P.O. Box 20562, Mesa, AZ 85277-0562. (602) 641-8835. Fax: (602) 641-4624.

Institute of Criminal Justice Studies, Southwest Texas State University, We Campus, Canyon Hall, San Marcos, TX 78666-4610. (512) 245-3030. Fax: (512) 245-2834.

Institute of Police Technology & Management, University of North Florida, 4567 S Johns Bluff Rd. So., Jacksonville, FL 32216 (904) 646-2722.

International Association of Law Enforcement Planners, c/o Kate Brehe, St. Louis County Police Department, 7900 Forsyth Blvd., St. Louis, MO 63105. (314) 889-2824. Fax: (314) 889-3316. Internet: <http://www.dps.state.ak.us/ialep>.

Investigators Drug School, P.O. Box 1735, Fort Lauderdale, FL 33312.

Justice Research Institute, 6548 N Sheridan Rd., Chicago, IL 60628. (312) 761-8311. Fax: (312) 761-8392.

Justice Research & Statistics Association

444 N. Capitol St., NW, Suite 445, Washington, DC 20001. (202) 624-8560. Fax: (202) 624-5269.

LEVA, c/o Susan Krawczyk, Dallas Police Department Media Unit, (214) 670-7560.

Midwestern Criminal Justice Association, c/o Nick Meier, Kalamazoo Valley Community College, P.O. Box 4070, Kalamazoo, MI 49003. (616) 372-5295. Fax: (616) 372-5458.

Modern Warrior Defensive Tactics Institute, 711 N. Wellwood Ave., Lindenhurst, NY 11757. (516) 226-8383.

National Association for Civilian Oversight of Law Enforcement, 9420 Annapolis Rd., Suite 302, Lanham, MD 20706. (301) 731-5808. Fax: (301) 794-0264.

National Rifle Association, Law Enforcement Activities Division, 11250 Waples Mill Rd., Fairfax, VA 22030. (703) 267-1640.

New York State Division of Criminal Justice Services, Bureau for Municipal Police, Executive Park Tower, Stuyvesant Plaza, Albany, NY 12203-3764. (518) 485-1415.

Northwestern University Traffic Institute, 555 Clark St., P.O. Box 1409, Evanston, IL 60204 (800) 323-4011.

Bruce T. Olson, Ph.D., P.O. Box 1690, Modesto, CA 95353-1690. (209) 527-0966. Fax: (209) 527-2287.

Rollins College, Public Safety Institute, 1000 Holt Ave., #2728, Winter Park, FL 32789-4499. (407) 647-6080. Fax: (407) 647-3828.

Southwestern Law Enforcement Institute, P.O. Box 830707, Richardson, TX 75083-0707. (214) 883-2376. Fax: (214) 883-2458.

Suffolk County Police Department, Robbery Section, c/o Det. Lieut. John Horan, (516) 852-6176.

Youth Change, 275 N. 3rd St., Woodburn, OR 97071. 1-800-545-5736.

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Continued from Page 12
quiet, non-threatening setting.

Thanks to these initiatives, relations between Manhattan Valley residents and their police have greatly improved over the past two years. Drug dealing, although still a problem in some areas, has diminished, and life in the Valley is more peaceful, less threatening. And all of this was accomplished with just a \$30,000 grant from the New York Foundation, along with the determination and energy of WCPP staff, the residents and the police.

When I read recently that President Clinton had announced, as part of his community policing initiative, a program to provide for the distribution of

cellular phones to community watch groups, I fell encouraged. It's a beginning, but only a beginning. The kind of work we have done in Manhattan Valley, and the kind of work that we want to continue to do, needs financial support — desperately.

We are not advocating a reduction in funding for the police. Far from it. What we are advocating is that our government finally recognize, by means of substantial grants, the other half of the community police equation: the creative, energetic and determined people of Manhattan Valley and the other communities nationwide who are working so earnestly to improve the quality of their lives and of their neighborhoods.

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Law Enforcement News

Vol. XXII, No. 451 A publication of John Jay College of Criminal Justice/CUNY September 15, 1996

Along the shore, no time to coast

Police Chief Robert Ford of Port Orange, Fla., explains how his department keeps striving to make "marvelous things happen." Interview, **Page 8.**

Half a loaf:

Community policing should be a partnership between police and neighborhood residents. But when it comes to funding, one partner is left out in the cold.

Forum, Page 12.
Page 5.

Big wheel:

Ex-Oakland cop Larry Frederick puts his mettle to the pedals in a very special bike ride.



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